

Perspective

The **CAREER ISSUE**

INSIDE

- **Service Record
Management Tips**
- **New Augmentation Policy**
- **Retaining the
All-Professional Force**



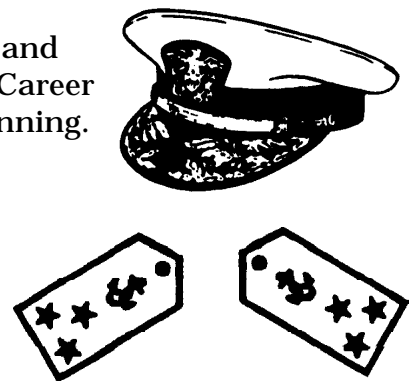
The First Word . . .

Ⓜ CHIEF OF NAVAL PERSONNEL (CNP)

Retaining the All-Professional Force

Happy New Year. I hope you and your family had a very safe and happy Holiday Season. Please read the information in this Career Issue of *Perspective* carefully—it is invaluable for career planning.

Today, our Navy faces far different challenges than it did just a decade ago during the Cold War. In many respects, today's challenges (including terrorism, regional conflict, and unstable regimes) are more difficult to meet. But our biggest challenge may be internal—focusing on how to retain the best and brightest Sailors (read as officer and enlisted) in our Navy. Retaining our quality people is absolutely vital as our Navy concludes the draw-down and reaches steady state over the next two years. Current Navy-wide statistics reveal retention must increase over the same two-year period. Sailors in the Fleet can help us meet this challenge. In Washington, we continue to work to make personnel policies that take care of our Sailors and their careers, but this is only half the battle. The other half of the battle involves getting leadership involved at all levels—to get the word out to our best officer and enlisted Sailors that the Navy still offers the same challenging, exciting, and rewarding career opportunities it always has, regardless of the world political climate. The bottom line: there is no better time to stay Navy! Our Navy and our nation still need talented Sailors as much as ever. The Navy is, and will continue to be, a very satisfying career—one in which you can take great pride.



I plan to carry this message to Congress in the Spring to ensure we have the tools available to continue to take care of Sailors and make careers as rewarding as possible. I have included a similar retention message in the current issue of *Link*, the professional bulletin for Navy enlisted personnel, recognizing that improving retention requires a concerted effort from the entire chain of command.

FY98 quality-of-life enhancements and fully-funding our personnel accounts (written about previously in *Perspective*) are just two examples of the culture change ongoing in the Navy personnel business. We are committed to treating our world-class Sailors like professionals. That's why today's Navy could be more accurately characterized as the All-Professional Force, instead of the All-Volunteer Force. "All-Professional" better describes the highly-trained, highly-skilled, and highly-motivated Sailors found throughout our One Navy Force (active duty and Reserves). Our professional Sailors are the reason why today's United States Navy is the best the world has ever known.

Let's work together to make 1998 a personally and professionally rewarding year for you, your family, and the U.S. Navy.

A handwritten signature in black ink, reading "D. T. Oliver".

D. T. Oliver
Vice Admiral, U.S. Navy



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Perspective (NAVPERS 15892) is the professional bulletin of the Navy officer community. Its mission is to provide all Navy officers information regarding key personnel policy changes, reassignment trends, and emerging developments within their areas of expertise to enhance their professional development. *Perspective* is approved for official dissemination of professional information of interest to the Department of Defense and to appropriate professionally-related communities. This information does not necessarily reflect the official Navy position and does not supersede information in other official Navy publications.

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FROM THE HEAD DETAILER

O RADM JIM MASLOWSKI, USN

With the beginning of a new year, it is appropriate to take time for introspection and to make new resolutions. One resolution I wholeheartedly recommend is to carefully read this Career Issue and resolve to review and update your service record. With the selection board season already underway, it is important for officers who are being considered by a board this year or next to ensure their records are complete and accurate.

This issue will hopefully make you think about where your career is going, as well as offer some quick tips on how to take care of routine record maintenance.

As officers progress in their careers, the more important it becomes to internalize the "big picture" of how our military forces operate together. Naturally, the question arises, "when should I start looking at jobs in the Joint environment?" Your detailer has the best information about timing for Joint education and duty. The trade-offs of staying operational in one's own community versus obtaining Joint education and serving in a Joint assignment may or may not be readily apparent. Consulting your senior leadership as well as your detailer will help you make the decision that is right for you.

When considering future assignments, it is important to note that the Navy has numerous requirements for Joint Specialty Officers at the more senior grades. Making this career milestone is therefore most important so as to be competitive for high visibility joint duty billets.

To become a Joint Specialty Officer, an officer must complete phases I and II of Joint Professional Education (JPE), serve in a qualifying Joint Duty Assignment on the JDAL (see pg. 11), be selected by a Navy JSO selection board, and be approved by SECDEF. Some unrestricted line officers may find it difficult to fit the typical 3 year joint tour into their career track. To accommodate these officers, there are Critical Occupational Specialist (COS) takeout tour provisions that allow URL officers (LCDR-CAPT) to detach early from their initial joint tour after only 2 years in order to fill an operational billet.

There are many ways to fulfill the Joint education requirements. Phase I education opportunities exist at all U.S. Service Colleges, some fellowships, Naval Postgraduate School, as well as non-resident war college programs. To complete JPE in this manner, you must follow Phase I with Phase II at the Armed Forces Staff College. A few highly competitive officers will have the opportunity to complete both Phase I and II concurrently at either the National War College or the Industrial College of the Armed Forces (ICAF).

One of the positive aspects of serving in a Joint tour and being designated a JSO is that the law provides guidelines concerning the promotions of Joint experienced officers. Generally speaking, Joint officers are expected to be promoted at a rate greater than non-Joint officers. Furthermore, Joint duty is a most important consideration for promotion to O7.

The bottom line is that Joint billets require seasoned Navy warfare expertise. So, when the aforementioned opportunities come your way, don't hesitate to capitalize on them.

In closing, I encourage you to communicate with us via phone call or e-mail should you have any questions. Best wishes on your professional goals during what is sure to be another challenging and rewarding year!

J. Maslowski

Introduction to the Career Issue

Every January-February issue of *Perspective* is dedicated to career "maintenance" needs for officers and is an attempt to offer some useful information in some of the technical aspects of career management. Even if you are not up for orders or being considered by a selection board, it is always a good idea to review your record once a year. It will be even more critical this year and next as the Bureau moves to Memphis. Your service record (aside from your professional reputation) is the single most important part of your career. Ensure your hard work and service to country is documented correctly. This issue will address some of the fundamental parts of an officer's career development needs: Education; Joint Duty (when applicable); Selection Boards; Career Paths; Service Record Maintenances; etc. As you browse through this issue, keep in mind the sections that you can use as ready references. Every wardroom should have a copy of the Career Issue on file for this purpose. Keep in mind that the fitness report example is just that—an example. Consult BUPERSINST 1610.10 for more detailed information.

This issue does not attempt to validate any particular career path or criteria for promotion, or provide any "gouge" on how best to plan a career. Although many communities have established career paths for success, exact timing and "ticket punching" are not the name of the game. The key to success is strong performance in tough jobs. Consult senior officers, detailers, and peers as they are all excellent sources of information on career paths. The regular issues of *Perspective* try to augment this information with current trends.

BUPERS Move to Memphis. Many of the phone numbers in this issue will be obsolete following the BUPERS move to Millington, TN which will be completed in August 1998. Updated information will be provided in future issues and can also be found at the BUPERS Home Page. Be sure to book mark it in your Internet browser.

Communications with BUPERS

<http://www.bupers.navy.mil>

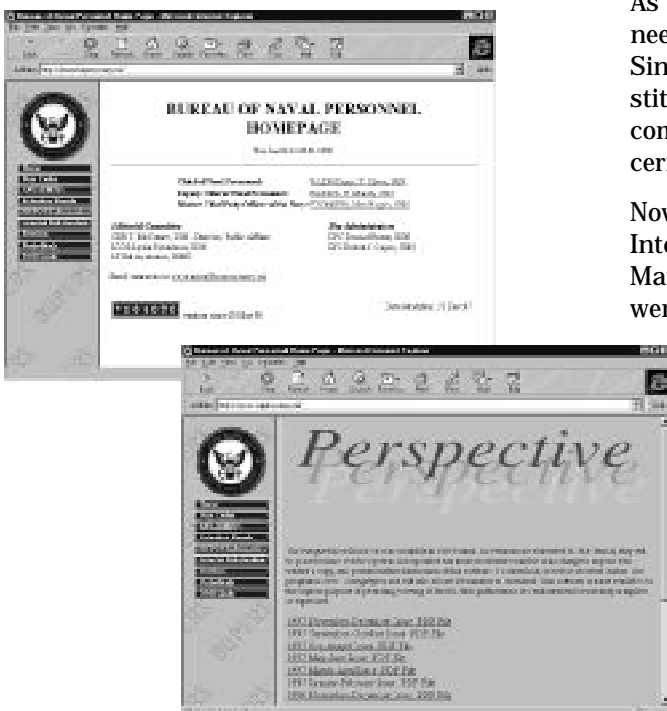
Officers have more options than ever in how they can communicate with BUPERS. Methods such as e-mail, BUPERS Home Page, BUPERS Access, Voice Mail, Interactive Voice Response Systems, and JASS make the Bureau just a little closer than you may think.

With the high quality officer corps in today's Navy, the competition for promotion is as healthy as ever. Although strong performance is paramount for advancement, aggressive career management is the key to unlocking your full potential. More specifically, landing the best job for your career needs doesn't always happen by luck. Yes, timing plays a part in it, but keeping abreast of community trends coupled with frequent contact with your detailer when "in the window" for orders will give the edge you're looking for.

As discussed in the last career issue, many of you cyberspace pioneers logged on to **BUPERS Access** when it came on-line in 1991. Since then, this computer bulletin board has improved detailer-constituent communications tremendously. Besides a great amount of community news it also has many downloadable files of interest concerning career management.

Now that the World Wide Web is a household name, many of you with Internet access have surfed the Web to the **BUPERS Home Page**. Many have read this issue of *Perspective* off the Internet before it went to the printer. This is yet another example of the increasing accessibility of BUPERS and other Navy information sources.

If you're up for orders or just have a community question, try **e-mail**. Your detailers all have e-mail addresses (many right next to their columns) and are very excited about using this communication medium to reach their constituents—YOU. E-mail allows the detailer time to do some research on your behalf and get you the right answer without you having to stay on the phone line indefinitely or calling back. You can send e-mail your detailer by using their individual PERS-code (see pages 35-39) for the e-mail/phone directory).



For those of you who are not on-line, don't worry. We still have detailers by the phones to help you find the best job possible. The days of automatically getting a busy signal when you call your detailer are dwindling with the installation of **voice mail**. You can now leave a message with your detailer 24 hours a day from anywhere in the world without worrying about time zones. Detailers **WILL GET BACK TO YOU AS SOON AS POSSIBLE** as long as you clearly leave your name, SSN, and a valid return phone number. If you do call and get voice mail, **PLEASE DO NOT HANG UP WITHOUT LEAVING A MESSAGE**. With the volume of calls detailers get, this can quickly overwhelm the voice mail memory limits.

And because of this, BUPERS has recently installed a new digital phone system. This has led to the implementation of **Interactive Voice Response (IVR)**. IVR allows the fleet to gain BUPERS Access-type data without a computer. The fleet can access the system by using a standard phone to select voice responses on a variety of subjects.

But we aren't stopping there. We are also improving the detailing process itself through the **Job Advertisement and Selection System (JASS)**. JASS availability is explained below.

But the time is coming when you will have to get on-line. You can be assured that the people who take advantage of these technologies will receive more information and make more informed decisions.

BUPERS Home Page

No matter where you are in the world, or what time zone you are in, you can learn information important to your Navy career. Did you get promoted? When is your next screening board? What is happening in your warfare community? These are all questions you can find the answers to on the World Wide Web.

BUPERS has entered the Web with it's very own Home Page. Access to BUPERS Home Page is available to anyone with Internet access. Sailors at commands with an Internet account, or anyone who has purchased Internet software through a commercial vendor for use on their personal computer, can reach the BUPERS Home Page at the following URL:

- <http://www.bupers.navy.mil>

BUPERS Home Page was set up through NCTS Pensacola to allow for the electronic distribution of timely information. In addition to detailing news, the Home Page includes informative articles from throughout BUPERS, such as:

- mission and vision statements
- military pay chart
- Navy administration/policy messages
- Navy locator information
- OPNAV instructions
- BUPERS public affairs news stories
- personnel statistics

- uniform matters
- detailer trip information
- *Link Professional Bulletin*
- *Perspective Professional Bulletin*
- health care benefits
- answers to frequently asked questions
- selection board information
- current organization address, phone, and fax information

Viewers with questions or comments can leave a message for the "Webmaster" (the e-mail address for the BUPERS Home Page managers). Access to information on the BUPERS Home Page is available without discrimination to anyone with Internet services. For technical questions, contact DPC Reese at DSN 225-5895 or comm. (703) 695-5895.

JASS: Computer Detailing

The Job Advertising and Selection System (JASS) is a preliminary version of a system which will greatly expand the capability for detailers and the fleet to communicate using computer technology. When fully operational, computer detailing will allow the fleet to review billet vacancies and apply for available jobs.

The concept of the program is to advertise job vacancies and allow the fleet to apply for the jobs they desire. No longer is the detailing process a first-come, first-served mind set. When a Sailor or officer comes within

their nine month window, they will be able to look at all billets available and make three to five prioritized selections. Detailers will then process job applications according to the best match.

JASS is available to all enlisted aviation ratings, the PN community, and submarine junior officers (ENS-LT). Enlisted ratings will be added in the near future. Additional officer communities will be added after the enlisted ratings are complete.

JASS is accessible by Command Representatives who have requested, and been granted, a JASS user ID. To obtain acceptable performance, a 386 (25 MHZ or faster) PC with 4MB RAM (or more) memory and 14,4 K (or faster) internal modem are required.

JASS Command Representatives must be designated through official correspondence, either by naval message or serialized letter (fax or mail). Include the following information in bullet format:

- SSN • rate or rank • first and last name • PRD • job title
- representative's UIC (only include the member's actual UIC)

Fax your request to DSN 224-4364 or commercial (703) 614-4364. Or mail them to: Bureau of Naval Personnel, Pers-4G (Security Section), 2 Navy Annex, Washington, DC 20370-0143.

Refer technical questions to the JASS support staff at DSN 678-5511 or commercial (703) 614-8314. For additional information call LCDR Donohue at DSN 223-9907.

BUPERS Access

BUPERS Access is a micro computer based system providing the fleet with easy access to detailers, up-to-date policies, news and information, personal information on advancement results, orders status, SRB requests, status of various packages submitted to BUPERS for approval, and more. This technology allows members to use virtually any computer with a modem and telecommunications software to communicate with BUPERS Access.

The following is a list of just some of the information you can download from BUPERS Access:

- E-mail communication with all enlisted detailers and most officer detailers (including TAR detailers).
- E-mail communication with many departments within BUPERS. These include the Uniform Board, EVAL/FITREP branches, Public Affairs office, Retired Activities, Community Service Programs, ENCORE/favorable separations branch, and many others.
- Retention Information Bulletin Board System (RIBBS) contains many retention, career information and Navy policy bulletins, NAVADMIN and NAVOP messages, regional announcements and other important information.
- Advancement exam and board results.
- Orders status information including message DTG, modifications, report date, and dependent information.
- Status of requests for all manpower programs such as ENCORE, VSI, SSB, TERA, etc.
- The enlisted Naval Swap Program, now totally automated, allows electronic submitting & viewing of SWAPS.

- Duty preference submissions (which will update your record within two business days).
- Status of SRB requests, including dollar amount, reenlistment date and approval DTG.

BUPERS Access operates on a 32-line rotary telephone system. The first 16 lines are reserved for designated command representatives. The remaining 16 lines are open to all active duty, reserve and retired members. Please note that new accounts may not be created on the Command Representative priority service lines.

- Command Representative priority lines: toll-free 1-800-762-8567 DSN 225-6900 or commercial (703) 695-6900
- If active, reserve, retired and new account lines:
toll-free 1-800-346-0217
DSN 224-3174 or commercial (703) 614-3174

Should you have difficulty accessing the system, the BUPERS Access development and technical support staff may be reached at DSN 224-8083 or commercial (703) 614-8083.

To upgrade from single user to command level access (useful for COs, XO's, Admin Officers, Division Officers, etc. to get information for/about their troops) a written request from your command is required. Include the following information in bullet format:

- SSN • rate/rank • PRD
- first and last name
- job title • access level
- member's UIC (only include the member's actual on board UIC)

You can fax (preferred) your requests to DSN 224-4364 or commercial (703) 614-4364. Or mail requests to:

Bureau of Naval Personnel
2 Navy Annex, Room 3052
Washington, DC 20370-4710

To reach BUPERS Access, the following equipment is required:

- An IBM compatible personal computer is preferred, but most other computers are supported
- Standard telephone line
- Modem supporting 1,200 to 38,400 BAUD (14,400 or higher is preferred)
- Any telecommunication software package that is capable of connecting with BUPERS Access. For best results, Qmodem Pro for DOS or Windows, Procomm Plus for DOS or Telix for DOS are recommended

When configuring your software, the following setup should be used to ensure the best quality connection:

Terminal emulation:

- ANSI is preferred, or VT-100 is an alternate for IBM compatible computers. VT-52 is usually required for Apple/Mac.

Configuration settings:

- set the highest BAUD rate your modem will support between 1,200 and 38,400
- 8 bit words • no parity
- 1 stop bit
- XON/XOFF flow control (sometimes called software flow control) should be disabled
- CTS/RTS flow control (sometimes called hardware flow control) should be enabled if supported by your software package (*Note: not all software supports CTS/RTS flow control*). r

Education/Subspecialty Management

PERS-440: DSN 224-3321; commercial (703) 614-3321; fax (703) 614-4047

Postgraduate Education Programs

A postgraduate education is becoming an absolute necessity in today's ever more competitive Navy. A master's degree demonstrates initiative and provides you with necessary "subspecialty" skills that allow you to develop an area of expertise outside of your primary warfare specialty. There are many windows in an officer's career to pursue a master's degree and a number of ways to do it. Close consultation with your detailer is essential to determine the best time and method for you.

Naval Postgraduate School, Monterey California

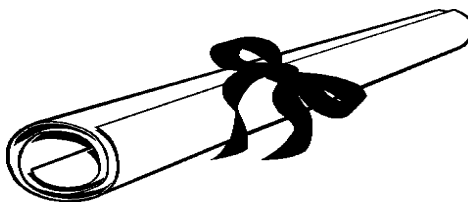
The center of all postgraduate education is the Naval Postgraduate School (NPS). Approximately 500 Navy students as well as officers from other services and nations attend each year. NPS provides a beautiful campus environment right on the water. It offers a wide variety of technical and non-technical curricula ranging in duration from 15-30 months. Over 99 percent of the faculty have PhD's.

The Application Process. All officers interested in attending a Postgraduate program should **contact their detailers** to begin the process. Attending NPS or participating in any other graduate education program is contingent upon a strong professional record and past academic performance. Academic performance (for NPS) is determined by use of the Academic Profile Code (APC). The APC is computed by the NPS admissions office. To calculate your APC they must have your undergraduate transcripts. To check your APC first look at block 47 on

your ODC. If it's not there, contact NPS to be sure they have your transcripts.

The NPS admissions office number is DSN 878-3093 or commercial (408) 656-3093. If you have been commissioned in the past few years they may not have had a chance to compute your APC yet. Don't worry, when it is time to go to school your detailer can have it done for you. An explanation of the APC is found in enclosure (3) to OPNAVNOTE 1520. If you are planning to go anywhere other than NPS then you will have to apply to the school on your own--your APC in that case would be irrelevant.

Civilian Universities. Many limited enrollment curricula necessary to meet subspecialty needs of the Navy are not offered at NPS but are taught at civilian universities with tuition funded by NPS. A list of these curricula and schools are listed in OPNAVNOTE 1520.



Other Postgraduate Programs

Admiral Arthur S. Moreau Post-Master's Program. A program in international relations and diplomacy, it is designed to allow officers already possessing the political/military subspecialty code (XX2XP) to further their education. A board is held annually, in November, to select up to three URL officers to attend one year of fully funded study at Harvard, Tufts, Georgetown, Johns Hopkins, or Stanford. The application deadline is October 1,

1998. OPNAVINST 1520.34B is the governing instruction.

Pol-Mil Master's Program. This program enables up to five URL officers to attend one year of fully funded graduate education. The degrees available are a Master's in Public Administration from Harvard, a Master's in International Law and Diplomacy from Tufts, a Master's in Political Science from Stanford, a Master's in National Security Studies from Georgetown, and a Master's in Strategic Studies from John's Hopkins University. All programs result in XX20P subspecialty code. A strong foreign language proficiency is required for the Tufts program. The application deadline is October 1, 1998. Officers applying to the program should have completed at least five years following their initial pipeline training and be prepared to rotate in August 1998. Admission to the universities is the responsibility of the officer. OPNAVNOTE 1520 is the governing document.

Ph.D. Program. A few exceptional officers are chosen each year to participate in Doctoral Studies at the Naval Postgraduate School. Quotas, based on current needs of the Navy, are published each July. Application procedures are contained in OPNAVINST 1520.23B.

MIT/Woods Hole Oceanographic Institute Program. This is a special program for officers with an exceptional aptitude for oceanographic studies. Application is by invitation only. The Oceanographer of the Navy will contact those who are qualified.

Note: the point of contact for the following programs is Ms. Linda Thomas (PERS-604), DSN 225-4147, comm. (703) 695-4147.

Scholarship Program. This program provides for a limited number of active duty officers to participate in full time, personally funded graduate education programs at civilian institutions. Procedures are found in OPNAVINST 1520.24A.

Law Education Program (LEP). This program is for officers (O-3 and below) with 2-6 years of active duty service. Selected officers will attend civilian universities in pursuit of a law degree and will subsequently change designators to the JAG community. SECNAVINST 1520.7D is the governing instruction.

Olmsted Scholarship. Three officers are selected each year for postgraduate study at a foreign university. SECNAVNOTE 1520 contains details and instructions.

Graduate Education Pays Off

Good news for those officers who choose fully funded Navy postgraduate education (Naval Postgraduate School). Recent selection boards continue to bear out the fact that we are sending our best officers to NPS. In almost every competitive category and grade, those officers who had attended or were attending PG School fared better than the fleet average in selection for promotion. In the past, some mentors had advised that time spent attending PG School was at best a break-even proposition due to the non-observed fitness reports received during PG education. A thorough review shows this as time well spent for career minded officers.

To let you know how strongly our leadership feels about the importance of graduate education to our officer corps, here's an excerpt from the current promotion board precept (the Secretary of the Navy's guidance to promotion boards):

Postgraduate education and specialty skills (represented by proven subspecialties) are important to our Navy and represent a key investment in our future. The Navy needs officers with formal technical and military education in a time of increasing technological sophistication. In determining an officer's fitness for promotion, selection boards should consider time spent obtaining postgraduate degrees and military education, and gaining experience in other specialized areas in a positive light, notwithstanding the usual not-observed fitness reports during these periods. Assignment outside the traditional career patterns that allow the Navy to use the unique skills and expertise of these officers in subspecialty areas likewise should be considered as positive.

Further underscoring this statement, over 75% of all flag officers have a graduate degree. Even if your current goals do not include a shot at flag rank in the Navy, the education you receive at the Naval Postgraduate School is a life event that will serve you well no matter what your future plans hold. No Naval Postgraduate School curriculum is easy, but the tangible rewards will last you for a lifetime.

Tuition Assistance (TA)

Education is one of the top quality of life priorities in the Navy. Commissioned officers are eligible to receive TA towards the completion of a master's degree earned during off-duty periods.

New TA guidelines for FY98. As stated in NAVADMIN 245/97, the TA policy for FY98 is a monetary FY limit of \$2500 for undergraduate courses and \$3500 for graduate courses. This applies to both officer and enlisted. No course caps or other restrictions apply. No waivers for exceeding authorized limits will be granted.

FY99 TA. Beginning on 1 October 1998 (FY99), TA policy will be uniform across the military services. This policy will be \$3500 per member, with a \$187.50 per credit hour cap, regardless of level of study for both officer and enlisted.

Obligated Service. Prior to receiving TA approval, each officer signs a contract agreeing to the two year obligation. During the recent drawdown, however, waivers of TA obligated service were routinely approved by all detailing communities. But you must remember that waiver of the service obligation is at the discretion of the Navy --and even if a waiver is granted based on reducing manning levels, the officer must repay monies on a prorated basis prior to final separation.

The bottom line is that TA is a great way to help pay for a master's degree you earn on your own time ... but be prepared to fulfill your two year obligation.

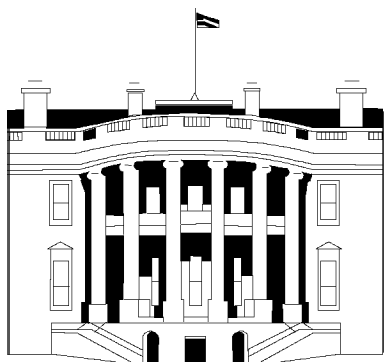
For more information about TA, contact your detailer or local Navy Campus office.

Fellowship Programs

The Navy has a variety of selective fellowship programs open to war college eligible officers. These fellowships no longer offer JPME phase I credit, however they do provide a unique opportunity for motivated, career oriented officers to represent the Navy as fellows in various civilian institutions, post graduate schools, businesses, or offices within the legislative branch of the government. Each fellowship is one year in length with a three year service obligation.

White House Fellowship

This program was established in 1964 to provide a few motivated young Americans with the experience of direct involvement in the process of governing our nation. Fellows are assigned to the White House staff, the Vice President, members of the Cabinet, and other, top-level executives. As special assistants, White House Fellows participate in educational programs that give instruction on our government's processes. BUPERSINST 1560.20B has additional information. Request applications from The President's Commission on White House Fellowships, 712 Jackson Place, NW, Washington, DC, 20350. Or phone (202) 395-4522. The Commission handles the application and selection process, therefore you must



keep your detailer apprised of your application and selection status. BUPERS POC is the service college placement officer (PERS-440C), DSN 223-1223, commercial (703) 693-1223. Applications are due to the White House Commission 1 December of each year.

Federal Executive Fellowship

The FEF program provides the Navy with senior-level officers knowledgeable in the formulation and conduct of foreign policy, political decision-making, and diplomacy. Applicants must be unrestricted or restricted line officers in the permanent paygrade of LCDR, CDR, or CAPT. Graduate level education in Political Military Affairs/National Security affairs or an appropriate subspecialty (XX2X) is strongly desired, but not required. Some institutions have specific requirements for paygrades, and backgrounds. OPNAVINST 1500.7B has detailed information about programs and application procedures. Applications are due to Chief of Naval Personnel (PERS-440C) by 1 October. The FEF selection board convenes in November; 18 primary and 30 alternate candidates are chosen. Fellowship commences the following August.

Legislative Fellowship

The LEGIS Fellows program was established to provide officers with a working knowledge of the operations of Congress. The program is designed to broaden the experience level and knowledge that naval officers possess in the operations and organization of Congress, while enhancing the Navy's ability to fulfill its role in the national policy development process. Fellows receive a one year assignment commencing in January to the staff of a Senator, Representative, or Congressional Committee. LEGIS Fellows are assigned to follow-on tours in which the education gained by the fellow will be used. The competitive selection process focuses on individual performance, promotion potential, academic and subspecialty qualifications, needs of the service, and availability for follow-on duty. BUPERSINST 1560.21A is the governing instruction, and provides more detail about the application procedures. Applications are due to Chief of Naval Personnel (PERS-440C) by 31 July.

FEF Institutions

American Enterprise Institute
Atlantic Council of the United States
Boston University
Brookings Institute
Center for Strategic & Int'l Studies
Council on Foreign Relations (CAPT only)
Defense Arms Control Studies Program
Foreign Service Institute (CAPT only)
Harvard Center for Int'l Affairs
Harvard Nat'l Security Fellows (3 positions)
Harvard Olin Institute
Hoover Institute
Rand Corporation (3 positions)
Tufts University

Locations

Wash, DC
Wash, DC
Boston, MA
Wash, DC
Wash, DC
New York, NY
Cambridge, MA
Wash, DC
Cambridge, MA
Cambridge, MA
Cambridge, MA
Palo Alto, CA
Santa Monica, CA
Medford, MA

Subspecialty Management

The officer subspecialty system identifies officer requirements for experience and/or education in various fields and disciplines. The subspecialty system is also the basis for generating the Navy's advanced education and training program requirements. There are about 50 unrestricted line, 180 medical, and 30 staff corps officer subspecialty codes and their points of contact.

The educational and experience skill requirements determine whether an officer meets the Navy's criteria for subspecialty coding. Officers may be assigned subspecialty codes via graduate education such as Naval Postgraduate School (NPS), Scholarship Program or off-duty graduate education programs. Officers may also receive these codes through experience in a billet which is subspecialty coded or, if uncoded, meets skill requirements and tour lengths.

Officers may request administrative assignment of a subspecialty code via experience to PERS-440E (MILPERSMAN 1430300 refers). Officers may also request administrative assignment of a subspecialty code via off duty graduate education to NPS. Make

sure that your subspecialty experience is documented in your fitness reports and that transcripts are included in your microfiche. To save time and money, officers who are attending off-duty graduate education are strongly encouraged to submit copies of the course descriptions of their chosen curriculum to NPS before enrollment to determine if the curriculum meets the Navy's educational skill requirements for subspecialty coding. Officers who request subspecialty codes and who have already completed an off-duty graduate program may submit their final transcripts and catalog course descriptions to NPS for review. Officers with graduate education not meeting the minimum educational skill requirements will be assigned a generic code (0000P) which indicates completion of a master's degree.

For further information contact Ms. Pearley Hughes or LT Sheila Noles at DSN 224-3321 or commercial (703) 614-3321 or write Bureau of Naval Personnel PERS-440E, 2 Navy Annex, Washington DC 20370-4400, and LT Lesa Kirsch, at DSN 878-2319 or commercial (408) 656-2319, Director of Civilian Institutions Programs, CODE 031A, Naval Postgraduate School, 1 University Circle, Room M5A, Monterey, CA 93943-5804. r

Subspecialty Codes and Primary Consultants (PCs)

Codes	Field	PC Representative	Phone	Activity Code	E-mail
11XX	CEC	LT JOHN CORONADO	(703) 693-1208 (DSN) 223	PERS-4413B	p4413b@bupers.navy.mil
12XX	JAG	LCDR BOB TUIDER	(703) 325-9830 (DSN) 221	OJAG-61 2	
13XX	SUPPLY	LCDR TIM COLYER	(703) 695-6308 (DSN) 225	NAVSUP OP-31	lcdr_tim_colyer@navsup.navy.mil
14XX	CHC	CDR LORENZO YORK	(703) 695-8522 (DSN) 225		p041d1@bupers.navy.mil
15/16XX	MEDICAL	LCDR SCOTT JONES	(202) 762-3609 (DSN) 762	BUMED 00MCB4	nmc1smj@bms230.med.navy.mil
17XX	DENTAL	CAPT DENNIS WRIGHT	(202) 653-0463 (DSN) 294	BUMED 00DCB2	nmc1fxm@bms230.med.navy.mil
18XX	MSC	CAPT RON BLACK	(202) 653-1649 (DSN) 294	BUMED 00MSCB1	
19XX	NURSE	CAPT BARBARA BEEBY	(202) 653-1092 (DSN) 294	BUMED 00NCB3	
XX10	PAO	CDR PAUL WEISHAUP	(703) 614-2708 (DSN) 224	OI-003 / PERS-448	p448@bupers.navy.mil
XX11	ENGLISH	LT JOE BALDWIN	281-6231 (DSN)	USNA ENGLISH DEPT	dorr@novell.nadn.navy.mil
XX12	HISTORY	LCDR ERIC REED	281-6287 (DSN)	USNA HISTORY DEPT	epreed@nadn.navy.mil
XX16	JOINT INTEL	LT MARK HOUFF	(301) 669-4535 (DSN) 659	ONI-15	
XX17	NAVAL TECH INTEL	LT MARK HOUFF	(301) 669-4535 (DSN) 659	ONI-15	
XX18	REGIONAL INTEL	LT MARK HOUFF	(301) 669-4535 (DSN) 659	ONI-15	
XX19	OPERATIONAL INTEL	LT MARK HOUFF	(301) 669-4535 (DSN) 659	ONI-15	
XX20	GENERAL POLITICAL SCI	LT MATT LUDWIG	(703) 697-2497 (DSN) 223	N511D	ludwig.matt@hq.navy.mil
XX22	- FAR EAST/PACIFIC	CDR MIKE FOSTER	(703) 695-3835 (DSN) 225	N511D	faoprogram@hq.navy.mil
XX21	- MID EAST/AFRICA/SO ASIA	CDR MIKE FOSTER	(703) 695-3835 (DSN) 225	N511D	faoprogram@hq.navy.mil
XX23	- WESTERN HEMISPHERE	CDR MIKE FOSTER	(703) 695-3835 (DSN) 225	N511D	faoprogram@hq.navy.mil
XX24	- EUROPE	CDR MIKE FOSTER	(703) 695-3835 (DSN) 225	N511D	faoprogram@hq.navy.mil
XX28	STRATEGIC PLANNING	LT MATT LUGWIG	(703) 697-2497 (DSN) 223	N511D	ludwig.matt@hq.navy.mil
XX29	SPEC OPS/LOW INT CONFLICT	LTJG DALE BENNETT	(619) 437-3347 (DSN) 577	NAVSPECWAR	
XX30	MGMT (GENERAL)	CDR MIKE DISANO	(703) 604-6033 EXT 2257	NAVAIR-09P2	
XX31	FIN MGMT	LCDR CHUCK HARRIS	(703) 695-0691 (DSN) 225	OP-8222E21	umail_fm211a@nhbs.navy.osd.mil
XX32	LOG MGMT	CDR MIKE DISANO	((703) 604-6033 EXT 2257	NAVAIR-09P2	
XX33	MPTA	CDR ANNE-MARIE HARTLAUB	(703) 693-2321 (DSN) 223	N1 (PERS-212)	p212@bupers.navy.mil
XX35	TRANS MGMT	MR STEVE LUCIDO	(202) 685-5110 (DSN) 325	MSC-N1	steve.lucido@smtpgw.msc.navy.mil
XX37	ETMS	CDR LIZ ENNIS	(904) 452-4021 (DSN) 922	CNET N-23	cnet_n23@smtp.navy.mil
XX41	MATH	PROF MIKE CHAMBERLAIN	(410) 293-4883 (DSN) 281	USNA MATH DEPT	mwc@nadn.navy.mil
XX42	OPS ANALYSIS	CDR STEPHEN PHILLIPS	(703) 695-0356 (DSN) 225	N813R	morin.charlie@hq.navy.mil
XX43	OPS LOGISTICS	CDR MILAGROS SIMONS	(703) 602-7305 (DSN) 332	N421C	SimmonsM@n4.opnav.navy.mil
XX44	UNDERSEA WARFARE	LT TERRY CHAUNCEY	(703) 604-7827 (DSN) 664	N879E	chauncey.terry@hq.navy.mil

XX45	C4I	CDR MARTHA SMART	(703) 601-1411 (DSN) 329		smart.martha@hq.navy.mil
XX46	INFORMATION WARFARE	LCDR DIANE GRONEWOLD	(301) 617-3741 (DSN) 251	NAVAL INFO WARFARE ACT	gronewol@niwa.navy.mil
XX47	GEOPHYSICS	LCDR SUE GREER/AGCS KAEMPFER	(202) 762-0288 (DSN) 762	N960E	960e@ocean.usno.navy.mil
XX48	METEOROLOGY	LCDR SUE GREER/AGCS KAEMPFER	(202) 762-0268 (DSN) 762	N960E	960e@ocean.usno.navy.mil
XX49	OPERATIONAL OCEANOGRAPHY	LCDR SUE GREER/AGCS KAEMPFER	(202) 762-0268 (DSN) 762	N960E	960e@ocean.usno.navy.mil
XX50	NAV SYS ENG (GEN)	MS PAT MORGAN	(703) 602-8503 (DSN) 332	NAVSEA OOPZ	morgan_patsy@hq.navsea.navy.mil
XX51	NAVAL CONSTRUCTION & ENG	MS PAT MORGAN	(703) 602-8503 (DSN) 332	NAVSEA OOPZ	morgan_patsy@hq.navsea.navy.mil
XX52	NUCLEAR ENG	MS PAT MORGAN	(703) 602-8503 (DSN) 332	NAVSEA OOPZ	morgan_patsy@hq.navsea.navy.mil
XX53	NUCLEAR PROP ENG	LT TERRY CHAUNCEY	(703) 604-7827 (DSN) 664	N879E	chauncey.terry@hq.navy.mil
XX54	NAV/MECHANICAL ENG	MS PAT MORGAN	(703) 602-8503 (DSN) 332	NAVSEA OOPZ	morgan_patsy@hq.navsea.navy.mil
XX55	ELECTRICAL ENG	CDR JOHN DAVIDSON	(703) 602-8330 (DSN) 332	SPAWAR PMW 172	davidsoj@spawar.navy.mil
XX60	WEPS ENG (GEN)	MS PAT MORGAN	(703) 602-8503 (DSN) 332	NAVSEA OOPZ	morgan_patsy@hq.navsea.navy.mil
XX62	CHEMISTRY	MS PAT MORGAN	(703) 602-8503 (DSN) 332	NAVSEA OOPZ	morgan_patsy@hq.navsea.navy.mil
XX66	COMBAT SYSTEM SCI & TECH	MS PAT MORGAN	(703) 602-8503 (DSN) 332	NAVSEA OOPZ	morgan_patsy@hq.navsea.navy.mil
XX68	STRATEGIC WEAPONS (FBM)	LT OREN JEFFRIES	(703) 607-1494 (DSN) 327	STRATSYSPRO SP-010	sp010@ssp.navy.mil
XX69	STRATEGIC NAVAL (FBM)	LT OREN JEFFRIES	(703) 607-1494 (DSN) 327	STRATSYSPRO SP-010	sp010@ssp.navy.mil
XX70	AERO SYS ENG (GEN)	LCDR CLAY SNAZA	(703) 604-6033 (DSN) 664	NAVAIR-09P1	snazacy.nimitz@navair.navy.mil
XX71	AERO ENGINEERING	LCDR CLAY SNAZA	(703) 604-6033 (DSN) 664	NAVAIR-09P1	snazacy.nimitz@navair.navy.mil
XX72	AVIONICS	LCDR CLAY SNAZA	(703) 604-6033 (DSN) 664	NAVAIR-09P1	snazacy.nimitz@navair.navy.mil
XX73	FLIGHT PERF/TEST PILOT	LCDR CLAY SNAZA	(703) 604-6033 (DSN) 664	NAVAIR-09P1	snazacy.nimitz@navair.navy.mil
XX75	SPACE SYSTEMS (GEN)	CDR ALBERTO VASQUEZ	(703) 601-1238 (DSN) 227	NAVY HQ	vasquez.alberto@hq.navy.mil
XX76	SPACE SYSTEMS OPERATIONS	CDR ALBERTO VASQUEZ	(703) 601-1238 (DSN) 227	NAVY HQ	vasquez.alberto@hq.navy.mil
XX77	SPACE SYSTEMS ENGINEERING	CDR ALBERTO VASQUEZ	(703) 601-1238 (DSN) 227	NAVY HQ	vasquez.alberto@hq.navy.mil
XX89	INFORMATION MANAGEMENT	LT MARIA ILLINGWORTH	(202) 764-0535 (DSN) 764	COMNAVCOMTELCOM N-122	n12@nctcgw.navy.mil
XX91	COMPUTER TECHNOLOGY-SCI	LCDR CAROLYN APPLGATE	(703) 601-1424 (DSN) 227	NAVY HQ	aplegate.carolyn@hq.navy.mil
0000	ANY MASTERS (NOT LISTED)	MS. VICKI POINDEXTER	(703) 614-4933 (DSN) 224	N131E1/PERS-213D	p213d@bupers.navy.mil

For information about billet coding call Vicki Poindexter at (703) 614-4933 (DSN) 224.

Professional Military Education: Foreign War Colleges

Attendance at foreign war colleges offer the unique opportunity to gain JPME credit, represent the U.S. Navy abroad, and see the world. Attendees must be 04 select or above for intermediate courses or 05 select and above for senior courses. Some colleges have specific paygrade requirements. A bachelor's degree, and language proficiency is required. Foreign war college attendance is available to unrestricted line officers. There is no service obligation for attending foreign war college.

Senior College

Argentine National Defense School, Buenos Aires
 Australian College of Defense, Canberra¹
 Indian National Defense, New Delhi¹
 Inter-American Defense, Washington DC
 Japanese National Defense, Tokyo
 NATO Defense, Rome¹
 Norwegian National Defense, Oslo^{1,2}
 Pakistan National Defense, R. Pindal¹
 Royal College of Defense, London¹
 South African Navy Command and Staff, Cape Town
¹O6 Required

²Norwegian taught at DLI, Washington, DC

Language

Spanish
 English
 English
 Spanish, Portuguese
 Japanese
 English
 Norwegian
 English
 English
 English

Start/Length

Mar/12 mos
 Jan/12 mos
 Jan/11 mos
 Aug/10 mos
 Sep(odd FY)/10 mos
 Feb/Sep/(6 mos)
 Aug(odd FY)/10 mo
 Jul 2000/11 mos
 Jan (even FY)/11 mos
 Feb/9 mos

Junior College

Argentine Naval, Buenos Aires
 Brazilian Naval, Rio de Janeiro¹
 Canadian Command and Staff, Toronto
 Chilean Naval War, Valparaiso
 French Joint Defense, Paris
 German AFSC, Hamburg
 Indian Defense Staff, Wellington
 Italian Naval, Rome
 MSDF, Tokyo
 Royal Australian Naval, Sydney
 Royal Naval Staff, Greenwich
 Spanish Naval, Madrid
 Uruguayan Naval, Montevideo
 Venezuelan Naval, Caracas

¹PEP follow-on tour after graduation from Brazilian intermediate war college

Language

Spanish
 Portuguese
 English
 Spanish
 French
 German
 English
 Italian
 Japanese
 English
 English
 Spanish
 Spanish
 Spanish

Start/Length

Feb(even FY)/11 mos
 Jan/10 mos
 Jul/12 mos
 Jan(odd FY)/12 mos
 Feb/15 mos
 Aug/24 mos
 Jun(odd FY)/12 mos
 Oct(odd FY)/10 mos
 Japanese
 Mar/12 mos
 Jan/6 mos
 Jan/12 mos
 Sep(odd FY)/9 mos
 Mar(odd FY)/9 mos
 Jun(even FY)/11 mos

Professional Military Education: U.S. Service Colleges

The following is a brief introduction to U.S. Service Colleges available to naval officers. Interested officers are encouraged to talk with their detailers for more specific information or contact LT Terri Crane at DSN 223-1223 or (703) 693-1223.

Reference: • MILPERSMAN 6620130

Prerequisites:

- Grade:
 - Senior Colleges: O5 or above
 - Intermediate Colleges: O4 select/O4
(note: for Army, Air Force, and USMC Command and Staff you must be wearing O4)
- Prior education: bachelor's degree
- Service college screening: through board or administrative action

Obligated service: • Two years

Senior College	Location	Report/Length	Phone (DSN)
Air War College ¹	Maxwell AFB, AL	JUL/10 mos	493-2838
Army War College ¹	Carlisle Barracks, PA	JUL/10 mos	242-4200
Industrial College of the Armed Forces (ICAF) ³	FT McNair, Washington, DC	AUG/10 mos	325-3912
USMC "Top Level"	Quantico, VA	AUG/10 mos	278-1006
National War College ³	FT McNair, Washington, DC	AUG/10 mos	325-3912
Naval War College ²	Newport, RI	NOV/12 mos MAR/12 mos AUG/10 mos	948-6597

Intermediate College	Location	Report/Length	Phone (DSN)
Air Command and Staff ¹	Maxwell AFB, AL	AUG/10 mos	493-2838
Army Command/General Staff ^{1, 4}	FT Leavenworth, KS	JUN/12 mos	552-2256
USMC Command and Staff ⁵	Quantico, VA	AUG/10 mos	278-1006
Naval Command and Staff ²	Newport, RI	NOV/12 mos MAR/12 mos AUG/10 mos	948-6597

Non-Resident Program	Phone (DSN)
Naval Command and Staff	948-6528
Air Command and Staff	493-7901
Army Command and Staff	552-5407

¹ Master's program available with affiliated college/university.

² Accredited to grant MA in National Security and Strategic Studies.

³ National Defense University (ICAF and National) have congressional approval to grant MA but are not yet accredited by regional board. Accreditation process is in the works and may be grandfathered. ICAF awards accredited Master of Science in Defense, National awards accredited Master of Art in National Security Strategy.

⁴ Accredited to grant MA, but does not meet Navy criteria for P-code subspecialty.

⁵ USMC Command and Staff has congressional approval to grant MA but is not yet accredited by regional board. Process is in work and accreditation may be grandfathered.

Introduction to Joint Requirements

PERS-45J: DSN 223-2345; commercial (703) 693-2345; fax (703) 695-9343

The Path to Joint Specialty Officer (JSO)

To be designated as a JSO, you must:

- (1) Complete **Joint Professional Military Education (JPME)**:
 - National War College or Industrial College of the Armed Forces (ICAF),
- or -
 - Phase I at any U.S. Service College, selected fellowship, or Foreign War College **and** Phase II at Armed Forces Staff College (AFSC)
- (2) Complete a **joint duty assignment (JDA)**
- (3) Be selected by a Navy **JSO selection board**
- (4) Be approved by SECDEF

JSO designation is not required for promotion to Flag rank, but more than one-third of Flag joint billets require a JSO. This makes completion of JPME highly desirable for future Flag officers.

1 Joint Professional Military Education (JPME)

Grants full JPME (Phase I&II) credit (JS1):

- National War College (Washington, DC)
- Industrial College of the Armed Forces (ICAF) (Washington, DC)

Grants Phase I credit only (JS7):

- College of Naval Warfare (Newport, RI)
- College of Naval Command and Staff (Newport, RI)
- Marine Corps War College (Quantico, VA)
- Marine Corps Command and Staff (Quantico, VA)
- Army Command and Staff (FT Leavenworth, KS)
- Army War College (Carlisle, PA)
- Air Command and Staff (Montgomery, AL)
- Air War College (Montgomery, AL)
- Selected Foreign War Colleges
- Selected fellowship programs *Note: FY96 was the final year credit was awarded for intermediate level fellowship programs. FY99 is the last year for senior level fellowship programs.*

- Navy, Army, and USAF nonresident war college programs (if Joint Operations phase was completed after January 1991)

- Naval Postgraduate School (completion of one of the NSA curricula and four out of seven of the Joint Educational Electives Program (JEEP) courses which have been certified to provide JPME Phase I credit).

Grants Phase II credit only (JS8):

- Armed Forces Staff College (Norfolk, VA)

2 Joint Duty Assignment (JDA)

Joint duty credit can only come from a JDA posted on the Joint Duty Assignment List (JDAL). Tour lengths for these assignments are:

- o Flag - two years
- o LCDR through CAPT - three years, except for two-year tours for some overseas assignments and for Critical Occupational Specialists (COS) in initial JDA (See below).

Note: LTs can receive joint duty credit only by filling a LCDR JDA billet.

3 JSO Selection Boards

JSO boards convene every April and October. JSO board eligibility is met when an officer has completed the JPME and JDA requirements. PERS-45J tracks these qualifications and prepares records of officers to be considered by each board. No individual request/package is required (although it never hurts to validate your eligibility). For questions, call PERS-45J.

An officer designated by SECDEF as a JSO receives either a JS5 or JS9 AQD, depending on joint tour type (see AQD section), which then appears on the Officer Data Card (ODC). Following SECDEF designation, notification is made via NAVADMIN message.

Critical Occupational Specialists (COS)

COS officers (URL LCDR through CAPT) on an initial JDA can detach after 24 months with full joint duty credit if going to an operational Navy assignment. No waiver is required. Subsequent JDA is 24 months.

Additional Qualification Designators (AQDs)

o Billet AQDs

JD1 - a noncritical billet on JDAL.

JD2 - a critical billet on the JDAL; must be filled with a JSO.

o Joint Education AQDs

JS1 (full JPME) - Assigned to graduates of National War College, Industrial College of the Armed Forces (ICAF), the School of Information Warfare and Strategy (SIWS) (through June 1996), and the Armed Forces Staff College (AFSC) (through June 1990).

Note: also includes 1989 March (intermediate level only), June, and November graduates of Naval War College; and 1989 Army, Air Force and USMC service college graduates.

JS7 (JPME Phase I) - Assigned to graduates of an intermediate or senior service college after January 1990, selected Foreign War Colleges or fellowships.

Note: graduates of service colleges during academic years 1985-1988

received Phase I credit if JPME Phase II was completed before 1 January 1994. JS7 AQD has been withdrawn for officers who did not complete JPME Phase II.

JS8 (JPME Phase II) - Assigned to graduates of AFSC since July 1990.

o Joint tour AQDs

JS2 - Assigned upon completion of a JDA (see JS6), either in a JDA after 1 January 1987 or a qualifying billet before 1 January 1987.

JS6 (joint equivalency waiver) - Assigned for joint duty credit in an "in-service" billet prior to 1 October 1986. May count as joint credit for Flag rank through 1998. Officers promoted with a joint equivalency waiver require a JDA before O9.

JSF (JDA for Flag only) - Assigned for completion of a pre-1987 JDA. Not valid for selection to JSO. Valid for promotion to Flag officer.

JSR (JDA required) - Assigned to a graduate of the National War College or ICAF whose required JDA has been deferred until the second tour after graduation.

o Joint Specialty Officer (JSO) AQDs

JS5 (JSO) - Assigned to officers who have completed the JPME and JDA requirements, have been selected by a Navy JSO board, and designated by SECDEF.

JS9 (COS takeout JSO) - Assigned as above to URL officers who have received full JDA credit for tours of less than three years which were shortened through the COS takeout provision (two years). Equivalent in all respects to JS5 AQD.

o Joint Nominee AQDs

JS3 (JPME JSO nominee) - An administrative AQD used by BUPERS. Assigned to officers who have completed full JPME and are serving in or have served in a JDA. Should not be confused with JS5 (JSO) who has been designated by SECDEF as a JSO based on education and/or experience.

JS4 (COS JSO nominee) - Primarily an administrative AQD used by BUPERS. Assigned to URL officers who have not completed full JPME and are serving or have served in a JDA.

Flag Officer Joint Requirements

o All O7s must attend the Capstone course

o Promotion to O7 requires completion of a JDA

Note: If currently serving in an initial JDA as an O6, the requirement for the completion of a JDA can be waived by SECDEF if service started at least 180 days prior to the Flag selection board convening date (upon which selected), and total consecutive service in JDA is not less than two years.

o For O6s with no JDA, a Good of Service waiver from SECDEF is required (where first tour as a Flag must be a JDA)

Note: a waiver of the first tour JDA requirement is available until 1 January 1999.

o Professional exemption (officers who do not require a JDA for promotion to O7; are not tracked): JAG, Medical, Dental, Chaplain, Nurse, Medical Service

o Technical exemption (officers who do not require a JDA for promotion to O7; are tracked): AED/AMD, CEC, PAO, EDO, Oceanographer, Acquisition Professional (URL)

o Nuclear Power exemption

- valid **only** for those officers exempted before October 1996
- can select to O7 without a JDA
- requires completion of a JDA prior to O8

JDAL on BUPERS Access

To view the complete listing of joint Navy billets on the Joint Duty Assignment List (JDAL) on BUPERS Access:

1. Login to BUPERS Access
2. Select (1) for Detailers
3. Select (1) for JDAL

Points of Contact. Joint information questions should be directed to PERS-45J. E-mail address is: p455@bupers.navy.mil

PERS-45J	CDR Kathy Johnson	(703) 693-2345
PERS-45J1	LCDR Alan Grace	(703) 693-0036
PERS-45J2	LT Beeth	(703) 614-2048
PERS-45J3	LT Sean Kelliher	(703) 693-2312 r

Intro to Service Records and Boards

Before getting into the "meat" of the Career Issue, a few words about the future of your record at BUPERS are in order. As was mentioned in a previous issue of *Perspective*, BUPERS—soon to be known as the Navy Personnel Command at Millington, Tennessee—is making some quantum leaps in technology with regard to maintaining and processing officer service records. Currently, selection boards are run with paper copies of PSR records and microfiche. Detailers go through the complex assignment process using posted FITREPS and other background information in the Officer Assignment Information System (OAIS) database.

Your Digital-Image Record

In 1975 all of the official personnel records were converted to microfiche format and housed in one wing, on the third floor, of the Navy Annex. Eventually some one-million personnel records accumulated which required a three-shift contractor staff to update the approximately 35,000 images a day—year round. It is the largest microfiche records system, that can be updated, in the world. One of the many advantages of the microfiche system which was called the Military Personnel Records system, or MPRS for short, was that multiple copies of the record could be made. The master microfiche never left the MPRS area. When a user, the selection board, or a member wanted a copy, a duplicate was provided. Although the MPRS was a major improvement over the paper records, it is still a labor-intensive process to update, copy and maintain them.

Now comes the new age—the digital image record. Since January 1995 the records of all new Navy officers and enlisted members have been maintained in digital format. The documents are scanned and indexed. They are stored on 5.25 inch optical platters arranged in large jukeboxes and backed-up on digital tape. When a user, a board, or a member needs a

particular record, the images are downloaded to a computer output (COM) device and a microfiche is produced. The only visible difference in these microfiche and a diazo-produced fiche is the header which is clear. The diazo fiche records have an orange header.

What about all of those officers and Sailors who were in the Navy before January 1995? What about their records? We have almost completed the process of converting the microfiche master records to digital images. Until BUPERS moves to Memphis-Millington during the summer of 1998, users, boards, and members will get COM-produced microfiche.

Records Management in Millington—EMPRS

Our new system is officially titled, the Defense Personnel Records Imaging System-Electronic Military Personnel Record. For short, we call it EMPRS and pronounce it "empress." And it is the future of your personnel record.

After we move detailers and selection boards at BUPERS to Millington, we will have access to official records on-line. More than 900 EMPRS workstations will be provided for the BUPERS staff. Record users outside BUPERS and individual members will continue to have access to records produced by COM. Records will not be available on-line via the Internet for obvious security and privacy reasons. Selection boards will also be on-line with the records, performance summary records, and related correspondence presented in digital format. This fall when you talk to your detailer about your record, he or she will be able to key in your SSN and twenty seconds later actually look at your fitness reports, evals, or any other document in your record. r

Selection Boards 101: The Basics

PERS-85: DSN 224-2725; commercial (703) 614-2725; fax (703) 614-9482

PERS-321: DSN 224-3105; commercial (703) 614-3105; fax (703) 614-3862

PERS-86 (reserves): DSN 288-8691; commercial (202) 433-8691; fax (202) 433-8713

Two of the fundamental aspects of every officer's career are promotion and screening ... yet, the selection board process seems to be one of the least understood.

Do you know how selection boards determine who gets promoted/screened? Do you know what records selection boards use to determine this? Do you know the differences between administrative and statutory boards?

You should be able to answer "Yes" to all of these questions as they identify important information for the professional growth of you and your subordinates.

Statutory vs. Administrative

Statutory boards include promotion (including special and spot promotion), selective early retirement (SERB), and the various continuation boards. All other boards are administrative.

Statutory boards are governed by law, primarily Title 10 of the U.S. Code. Administrative boards are governed by instruction or policy.

Statutory boards are convened by SECNAV. Administrative boards are convened by the Chief of Naval Personnel (CNP) or his Deputy (DCNP) at BUPERS.

Statutory board results are approved by the President, SECDEF or SECNAV. Administrative boards are approved by CNP/DCNP.

Membership on statutory boards is set by statute and SECNAVINST 1401.3 (which is very specific as to designer mix and paygrade). Membership requirements for administrative boards are determined by the board sponsor.

The Precept

A precept is a document, signed by the convening authority and directed to the president of the board, giving general and specific guidance to the board regarding the criteria upon which their selections should be based. The precept is the only guidance for selection provided to a board.

Using the precept as guidance, the only other sources of information about an officer allowed for consideration by a statutory board are the following:

- **microfiche**—contains your fitness reports, picture, personal awards, and other matters of official record.
- **Performance Summary Record (PSR)**—your career resume containing a summary of your microfiche.
- any **correspondence** the officer submits to the board about his/her record

Administrative boards work the same except for those boards requiring an application package (i.e., the LDO/CWO Inservice Procurement, Federal Executive Fellowship (FEF), Test Pilot, Lateral Transfer/Redesignation, etc.) which is also reviewed by board members.

No information other than what is listed above is allowed to be discussed or presented before a board.

The mission of any board is to select those "best qualified" based on performance. Additional guidance in the precept addresses equality in the consideration of minority officers and consideration of historic preexisting restrictions on the assignability of women officers. Language is also directed at nontraditional career paths of officers with subspecialties to ensure the future needs of the Navy are met by officers with particular skills. Also singled out in the precept for consideration by the board are an officer's performance of duty in a joint billet and the unique career paths and needs of the Navy with respect to the Acquisition Professional (AP) community.

Administrative board precepts are standardized and mirror the language used in statutory boards. Precepts for administrative boards may also contain an additional section in which the board sponsor provides specific guidance to the board, tailored for that particular board's function. This may include quotas or numbers to select, including alternates; additional program eligibility criteria; amplification of unique career paths; or other information deemed necessary by the board sponsor.

Administrative boards make selections which were once made by committees within BUPERS or by detailee action. The evolution of the administrative board process into its current formal nature ensures an extremely fair and impartial appraisal of officer records.

Administrative boards are pivotal to most officers at one or more points in their career. Prepare for an administrative board as diligently as you would for a pro-

motion board. Review your microfiche, PSR, and Officer Data Card (ODC) for accuracy well in advance of the board. Your PSR is particularly crucial because it is used to present your record in the "tank." Only one or two board members review your microfiche. The entire board only sees your PSR. A briefing officer (who presents your record to the entire board) is immediately on the defensive if he/she must explain a poor first impression made by an inaccurate PSR. Also, ensure your photograph is current and in the correct uniform.

Are administrative boards important and can they affect your standing in a promotion board still three to four years away? Absolutely. Virtually all officers in all designators have career milestones they must meet to maintain upward mobility within their communities. Many of these career milestone opportunities are determined through administrative board action. You must succeed in the administrative board selection process to remain truly competitive for your next statutory board.

The following example illustrates the typical promotion (statutory) board process, although the administrative board process is virtually the same.

Convening The Board

Promotion boards are convened by SECNAV as authorized by statute. SECNAV provides (via ALNAV) the board schedule and promotion zones at least 30 days before the first scheduled convening date for selection boards of the next fiscal year. (See pages 17-18) for board dates. Although they are for FY98, board dates do not change much from year to year.

Preparation

Preparation for a promotion board begins four months before its convening date. The initial list of eligible officers is compiled and modified as required. The eligible list is continually synchronized with an official automated database to ensure consideration of all candidates. The masterfile is queried six weeks prior to the board convening for FITREP continuity. Messages are sent for those missing. If you receive a message, be sure to send missing FITREPs to the requester—usually

PERS-322, and not your detailer. One week before the board convening date, assistant recorders review the record of each candidate, transcribe late flowing data onto the PSR, and ensure fitness report continuity for at least the last five years.

Board members then arrive at BUPERS and convene the board. Board membership is secret until the board convenes. Members are specifically directed not to visit

detailers prior to or during board deliberations. The process is designed to ensure a level playing field for all involved. As stated previously, board membership is carefully balanced to represent the demographics of all the candidates in the selection zones.

The precept is discussed and the board gets to work. The initial step is the individual record review. Again, each service record is made up of three parts—microfiche, PSR, and any correspondence from the individual.

The microfiche of each candidate is reviewed separately by assigned board members, whether in the promotion zone, above-zone, or below-zone. Each above-zone and in-zone record must be reviewed by at least two board members, one of whom will be responsible for briefing the officer's career to the rest of the board in the "tank." For records he/she will brief, each board member transcribes information (strengths and weaknesses) from the microfiche to the PSR (see pages 25-28).

In The "Tank"

After the records review phase, the board moves on to the next step, the selection phase. For this phase, most boards move into a room called the "tank" (a private, theater-like room where all the members discuss and vote on candidates). The annotated PSRs (see page 28) are projected onto large screens in the tank and each record is briefed by the board member who reviewed the candidate's microfiche. The board, using the precept as guidance, recommends (within the numbers authorized) those candidates it considers "best qualified" for selection.

After the briefing officer has discussed the candidate and all questions have been asked and answered, each member uses a "secret ballot" computer keypad located on the arm of their seats to vote a confidence level for the selection of the candidate. Each member can vote either 100% (the member is 100 percent sure the candidate should be selected), 75%, 50%, 25%, or 0% (the candidate should NOT be selected). After all the votes are cast, a computer in the tank combines them into an overall confidence rating, which is then displayed as a percentage on a monitor for all the board members to see.

The confidence rating of each candidate is recorded and then ranked after all the records have been reviewed. The board president then selects a number of the records from the top scorers to be "tentatively selected." The president will propose this selection as a motion to the entire board. The board will either vote on the motion or members will offer counterproposals. Whichever proposal is accepted, it is accepted by a **majority vote**

of all the members. This same scenario is repeated when the board attempts to determine which number of the bottom scoring candidates should be "dropped from further contention."

All the candidates between the "selected" and "dropped" scores are then re-reviewed in the tank. Each candidate receives another confidence rating and the process starts over again. Several tank sessions are usually required before the board comes up with the number of candidates they feel are best qualified for promotion.

Releasing The Results

The board completes its deliberations and votes to confirm the tentative selections. The board then provides a select list to SECNAV, and it is subsequently approved by SECDEF. A select ALNAV message is then released (usually five to eight weeks after the board adjourns). Results will also be available on BUPERS Access. Under the normal promotion phasing plan, five percent of the O4/O5/O6 selectees will be promoted in each of the first eight months (40 percent), and 15 percent in each of the last four months (60 percent) of the fiscal year. For those officers selected to LCDR and above, Senate confirmation is required before promotion. **Frocking is not authorized unless specified by separate NAVADMIN.**

At the end of every month, a NAVADMIN message announces the promotees for the first day of the following month. On that date, an officer whose name appears on the message is considered to have accepted the promotion unless it is specifically declined. However, the promotion document (NAVPERS 1421/7) is still required whether accepting or declining the promotion.

Corresponding With The Board

Although the recorders check for current and complete fitness reports, you owe it to yourself to make sure the board has your complete and accurate record. Six months before a board for which you are eligible convenes, you should send a signed request for your microfiche and PSR from PERS-313D (fax: DSN 224-8882 or commercial (703) 614-8882). For fitness report corrections, contact PERS-322 at DSN 224-1196/2476 or commercial (703) 614-1196. For education and service school corrections on your PSR, contact PERS-1031D1 at DSN 224-2213 or commercial (703) 614-2213.

Documents you receive after you have reviewed your record (such as fitness reports, personal awards, etc.) should be copied and forwarded in a letter to the president of your selection board. Any corrections you have made to your record should also be addressed. A command endorsement of your letter to the president of the board is not necessary. Only those officers who are eligible before a selection board may correspond with the president. Any endorsement or letter written on your behalf must go via you or it will be returned to the originator. All correspondence must be received by the board convening date. All late correspondence will be returned.

If you have any questions about the promotion selection process, contact PERS-85 (Officer Promotions Division) at DSN 224-2725; commercial (703) 614-2725. Or you can call PERS-321 (Selection Board Support) at DSN 224-3105 or commercial (703) 614-3105. If you have any questions about reserve promotions or selections, contact PERS-86 at DSN 288-8691 or commercial (202) 433-8691. r

THE ROUTE TO APPROVAL FOR LIEUTENANT TO CAPTAIN STATUTORY PROMOTION SELECTION BOARD

STEPS IN THE CHAIN	REVIEWING OFFICIAL ACTION
CNP	REVIEW BOARD RESULTS, RECOMMEND NOMINATION OR DEFERRAL* FOR INDIVIDUAL OFFICERS
OFFICE OF THE JUDGE ADVOCATE GENERAL	REVIEW BOARD REPORTS FOR LEGALITY OF PROCESS, REVIEW AND COMMENT ON ANY CASES OF SPECIAL INTEREST
VCNO/CNO	REVIEW BOARD REPORTS AND RECOMMENDATIONS MADE BY CNP, PROVIDE ADDITIONAL COMMENT/RECOMMENDATIONS IF APPROPRIATE
SECNAV	APPROVE AND FORWARD THE RECOMMENDATIONS FOR NOMINATION TO THE SECRETARY OF DEFENSE, DEFER* RECOMMENDATIONS FOR NOMINATION AS DEEMED APPROPRIATE
JOINT CHIEFS OF STAFF	REVIEW BOARD REPORT FOR COMPLIANCE WITH JOINT OFFICER MANAGEMENT STATUTES (LIEUTENANT COMMANDER AND ABOVE ONLY)
OSD	APPROVE BOARD RESULTS. THIS IS THE FINAL STEP FOR LIEUTENANT BOARDS. THE ALNAV ANNOUNCING SELECTION IS RELEASED AFTER OSD APPROVAL. FOR LIEUTENANT COMMANDER THROUGH CAPTAIN BOARDS, FORWARD RECOMMENDATION TO THE PRESIDENT TO NOMINATE OFFICERS FOR PROMOTION
PRESIDENT OF THE UNITED STATES	NOMINATE THE OFFICERS FOR SENATE CONFIRMATION
SENATE	CONFIRM THE NOMINATION OF OFFICERS TO EFFECT PROMOTION

* IF AN OFFICER'S NAME IS DEFERRED FROM THE NOMINATION PROCESS, HE/SHE WILL BE INFORMED OF THE ACTION AS SOON AS THE SELECTION LIST IS ANNOUNCED. THE OFFICER WILL BE AFFORDED AN OPPORTUNITY TO COMMENT ON THE CIRCUMSTANCES IN QUESTION BEFORE A FINAL DECISION REGARDING NOMINATION FOR PROMOTION IS REACHED.

Administrative Officer Boards in Fiscal Year 1998

<u>Board</u>	<u>Sponsor</u>	<u>Convenes</u>	<u>Adjourns</u>
CRYPTO CDR COMMAND	PERS-4410	02 OCT 97	03 OCT 97
TRANSFER/REDESIGNATION #1	PERS-251/811	14 OCT 97	24 OCT 97
SUPPLY CORPS CDR AFLOAT	PERS-4412A	20 OCT 97	24 OCT 97
NAVAIR MAJ ACQ CMD	AIR8, OP1	21 OCT 97	22 OCT 97
JSO #1	PERS-45	21 OCT 97	23 OCT 97
NAVSEA SLATING PANEL	PERS-445D	24 OCT 97	24 OCT 97
SURFACE MAJOR COMMAND	PERS-41	27 OCT 97	07 NOV 97
METOC CDR/CAPT COMMAND	PERS-449	28 OCT 97	01 NOV 97
NAVAIR ACQ CMD SLATE O5	AIR8, OP1	28 OCT 97	29 OCT 97
OLMSTED SCHOLAR	PERS-604C	03 NOV 97	14 NOV 97
RESERVE MAJOR CMD/TAR 06-CONT	PERS-4417	03 NOV 97	07 NOV 97
CMC #1	PERS-40FF	03 NOV 97	14 NOV 97
FEP/POLMIL/MOREAU	PERS-440B	06 NOV 97	10 NOV 97
NJROTC (OFF/ENL)	CNET	17 NOV 97	21 NOV 97
AVIATION DEPT HEAD	PERS-433B	18 NOV 97	21 NOV 97
FLEET SUPPORT CMD	PERS-4419	08 DEC 97	12 DEC 97
MECP	PERS-251/811	08 DEC 97	19 DEC 97
TEST PILOT #1	PERS-446B	08 DEC 97	12 DEC 97
NURSE CORPS DUINS	PERS-4415	12 JAN 98	16 JAN 98
CWO INSERV	PERS-251/811	20 JAN 98	06 FEB 98
LDO INSERV	PERS-251/811	20 JAN 98	06 FEB 98
SURFACE CDR COMMAND	PERS-410	26 JAN 98	04 FEB 98
TAR TRANSFER/REDESIGNATION	PERS-4417	26 JAN 98	30 JAN 98
SURFACE CDR CMD SLATE	PERS-41	05 FEB 98	06 FEB 98
EXECUTIVE TRAINING PROGRAM	PERS-604C	09 FEB 98	11 FEB 98
CWO CONTINUATION	PERS-253/813	10 FEB 98	11 FEB 98
PHD PROGRAM	PERS-440B	17 FEB 98	20 FEB 98
NAVAIR MAJ ACQ CMD SLATE	AIR8, OP1	17 FEB 98	18 FEB 98
CHC P6 SCREEN	PERS-4414	17 FEB 98	20 FEB 98
CEC O-6 MAJOR COMMAND	PERS-4413B	17 FEB 98	20 FEB 98
AQUISITION PROFESSIONAL #1	PERS-2MM	18 FEB 98	19 FEB 98
RESERVE LDO INSERV	PERS-93/86	23 FEB 98	27 FEB 98
RESERVE CWO INSERV	PERS-93/86	23 FEB 98	27 FEB 98
SUB MAJOR COMMAND	PERS-42	02 MAR 98	06 MAR 98
LAW EDUCATION PROGRAM	PERS-604C	04 MAR 98	06 MAR 98
SEAL CO/XO Screen	PERS-415	18 MAR 98	19 MAR 98
Permanent Military Professor Screen	PERS-444	19 MAR 98	19 MAR 98
JAG TAP	PERS-4416	23 MAR 98	27 MAR 98
FLEET SUPPORT XO	PERS-4419	30 MAR 98	28 MAR 97
MSC INSERVICE PROC	PERS-251/811	30 MAR 98	03 APR 98
SURFACE O4 CO/XO	PERS-411	30 MAR 98	03 APR 98
TRANSFER/REDESIGNATION #2	PERS-251/811	13 APR 98	24 APR 98
JSO #2	PERS-45	22 APR 98	24 APR 98
CEC 05 COMMAND	PERS-4413B	27 APR 98	01 MAY 98
SURFACE DEPT HEAD	PERS-412	04 MAY 98	08 MAY 98
LDO CONTINUATION	PERS-253/813	06 MAY 98	08 MAY 98
SUB CO/XO	PERS-42B	11 MAY 98	15 MAY 98
NJROTC (OFF/ENL)	CNET	18 MAY 98	22 MAY 98
TAR AVIATION OIC	PERS-4417	18 MAY 98	22 MAY 98
MAJOR AIMD	PERS-446C	08 JUN 98	10 JUN 98
TAR TRANSFER/REDESIGNATION	PERS-4417	15 JUN 98	19 JUN 98
INTEL CDR SEA	PERS-4411	15 JUN 98	19 JUN 98
TEST PILOT #2	PERS-446B	22 JUN 98	26 JUN 98
RL MAJ AQU CMD	PERS-446	24 JUN 98	26 JUN 98
RESERVE AVIATION CDR COMMAND	PERS-4417	06 JUL 98	10 JUL 98
DENTAL CORPS DUINS	PERS-4415A	13 JUL 98	17 JUL 98
ACQUISITION PROFESSIONAL #2	PERS-2MM	20 JUL 98	24 JUL 98
JAG PG	PERS-4416C	27 JUL 98	31 JUL 98
SUPPLY CORPS PG	PERS-4412Q	27 JUL 98	31 JUL 98
VADM STOCKDALE AWARD	PERS-211L/N131L	27 JUL 98	31 JUL 98

--BEGIN SELECTION BOARDS AT MILLINGTON, TN --

SEAMAN TO ADMIRAL PROGRAM	PERS-251/811	08 SEP 98	28 SEP 98
MEDICAL SERVICE CORPS DUINS	PERS-4415	14 SEP 98	18 SEP 98
AVIATION DEPT HEAD	PERS-433B	21 SEP 98	25 SEP 98
MEDICAL CORPS CO/XO	PERS-4415	21 SEP 98	25 SEP 98
JAG TAP	PERS-4416	21 SEP 98	25 SEP 98
AVIATION COMMAND	PERS-431	21 SEP 98	26 SEP 98
AVIATION MAJOR COMMAND	PERS-43	OCT 98	OCT 98

Statutory Boards in Fiscal Year 1998

ACTIVE O8 LINE	PERS-26LL/85LL	06 OCT 97	10 OCT 97
ACTIVE O8 STAFF	PERS-26LL/85LL	06 OCT 97	10 OCT 97
RESERVE O8 LINE	PERS-93/86	06 OCT 97	10 OCT 97
RESERVE O8 STAFF	PERS-93/86	06 OCT 97	10 OCT 97
RESERVE O3 CONTINUATION	PERS-911	06 OCT 97	07 OCT 97
RESERVE O4 CONTINUATION	PERS-911	06 OCT 97	07 OCT 97
RESERVE O5 CONTINUATION	PERS-911	07 OCT 97	08 OCT 97
RESERVE O6 CONTINUATION	PERS-911	07 OCT 97	08 OCT 97
ACTIVE O6 LINE	PERS-26L /85L	12 JAN 98	23 JAN 98
RESERVE O6 LINE	PERS-93/86	12 JAN 98	23 JAN 98
ACTIVE O8 AED	PERS-26LL/85LL	02 FEB 98	02 FEB 98
ACTIVE O7 STAFF	PERS-26M/85M	09 FEB 98	13 FEB 98
RESERVE O7 STAFF	PERS-93/86	09 FEB 98	13 FEB 98
ACTIVE O7 LINE	PERS-26L/85L	09 FEB 98	13 FEB 98
RESERVE O7 LINE	PERS-93/86	09 FEB 98	13 FEB 98
ACTIVE O3 STAFF JAG/CHC	PERS-26M/85M	19 FEB 98	20 FEB 98
ACTIVE O6 STAFF	PERS-26M/85M	23 FEB 98	27 FEB 98
RESERVE O5 STAFF	PERS-93/86	02 MAR 98	06 MAR 98
RESERVE O6 STAFF	PERS-93/86	02 MAR 98	06 MAR 98
ACTIVE O5 LINE	PERS-26L/85L	09 MAR 98	27 MAR 98
ACTIVE O5 STAFF	PERS-26M/85M	09 MAR 98	27 MAR 98
ACTIVE O4 LINE	PERS-26L/85L	06 APR 98	24 APR 98
ACTIVE O4 STAFF	PERS-26M/85M	06 APR 98	17 APR 98
RESERVE O4 MEDICAL CORPS	PERS-93/86	27 APR 98	01 MAY 98
RESERVE O5 LINE	PERS-93/86	11 MAY 98	22 MAY 98
RESERVE O4 LINE	PERS-93/86	01 JUN 98	12 JUN 98
ACTIVE CWO3/4	PERS-26M/85M	01 JUN 98	05 JUN 98
ACTIVE O3 LINE	PERS-26L/85L	20 JUL 98	24 JUL 98
RESERVE O3 LINE	PERS-93/86	20 JUL 98	24 JUL 98
ACTIVE O3 STAFF	PERS-26M/85M	27 JUL 98	31 JUL 98

--BEGIN SELECTION BOARDS AT MILLINGTON, TN --

RESERVE O3 STAFF	PERS-93/86	08 SEP 98	18 SEP 98
RESERVE O4 STAFF	PERS-93/86	08 SEP 98	18 SEP 98
LINE O4 CONTINUATION	PERS-253/813	21 SEP 98	25 SEP 98
STAFF O4 CONTINUATION	PERS-253/813	21 SEP 98	25 SEP 98
RESERVE CWO4	PERS-93/86	28 SEP 98	02 OCT 98
RESERVE CWO3	PERS-93/86	28 SEP 98	02 OCT 98

Special Board Procedures

Sometimes when an officer fails to select for promotion, he/she feels an injustice has occurred and immediately requests a Special Board. However, failure of selection (FOS) for promotion is not in itself grounds for requesting a Special Board. The following describes what constitutes grounds for a Special Board, the administrative routine to expect, and what can make or break the effectiveness of a request.

Statute and SECNAVINST 1401.1A state only one reason when a Special Board must be granted:

- SECNAV (or his respective designee) determines that an eligible officer was not considered by a regularly scheduled promotion selection board because of administrative error (board miss).

SECNAV may grant a Special Board for an officer who was considered but not chosen by a selection board when SECNAV determines that the action of the board was contrary to law; involved material error of fact, or material administrative error; or that the board did not have certain material information before it for consideration. Additionally, Special Board procedures apply to active duty officers only.

Officers are required to exercise reasonable diligence to discover and correct any error or omission in their official record prior to the convening date of the selection board. If they have not, they should not expect approval of Special Board requests.

The Process Begins at PERS-85

Administrative processing of a Special Board request begins at BUPERS in the Officer Promotions, Appointments, and Enlisted Advancements Division (PERS-85). The Special Board coordinator researches the case using pertinent records retained by BUPERS, in addition to the materials and information provided by the aggrieved officer when submitting the request. A recommendation is then formulated and submitted to PERS-06 (BUPERS legal counsel) for legal scrutiny. This recommendation becomes the basis for the CNP's recommendation to SECNAV.

CNP reviews the entire case, makes a recommendation and forwards the completed package with the officer's request and any pertinent material facts to SECNAV via the Office of the Judge Advocate General (OJAG).

OJAG researches the legality of the case and forwards it to SECNAV for final determination. Officer promotion boards are regulated by federal statute. These circumstances mandate attention to legal detail in all matters pertaining to officer promotions. Normal processing time is four months from the date of receipt of the member's request in PERS-85 to the release of SECNAV's decision. If the request is approved, the next major administrative step is the Special Board itself.

Special Boards are convened when necessary based on demand. Due to cost, scheduling and other needs-of-the-Navy considerations, it is practical to convene a Special Board only when there are several approved requests. Special Boards are scheduled quarterly unless demand necessitates more frequent scheduling.

An officer whose request is denied is immediately notified by personal letter from PERS-85. An officer whose request is approved is notified via message at least 30 days before the convening date of the Special Board.

The process for setting up and administering a Special Board is the same as for a regular selection board. Special Board recommendations go through the same approval chain as do those of regular boards. However, Special Board results usually take longer to be released than normal promotion boards.

Check Your Record

The responsibility for ensuring the accuracy of your record lies with you. You should periodically review and update your microfiche, PSR, and ODC to ensure completeness and accuracy. Once a board has met, it is too late to correct your record for that board.

Missing photographs, personal awards, or designation letters are not normally considered material to a board's deliberations. Missing regular fitness reports (greater than 90 days) may be grounds for a Special Board if the officer has made every effort possible to update the record.

To maximize your chances for promotion, make sure you have done all you reasonably can to correct errors in your record. If not selected, review SECNAVINST 1401.1A and any regulation that pertains to the reason for your request before initiating action to BUPERS. Ask questions of your detailer, legal officer, or chain of command. Detailers are also required to provide FOS counseling. If you still have questions about whether or not your case may require a Special Board, contact PERS-85 at DSN 224-2725 or commercial (703) 614-2725. r

Record Preparation

By The Selection Board . . .

Record preparation at BUPERS is the most critical function performed prior to a successful selection board. A board recorder and approximately 14 assistant recorders and projectionists arrive the week prior to the convening date of the board to conduct record inventories and continuity checks of the records of all officers eligible before the board. For board purposes, an officer's official record jacket consists of:

- microfiche 1, 2, and 5 (and fiche 4 for reserve boards)
- Performance Summary Record (PSR)
- any correspondence the officer submits to the board about his/her record

The first order of business for the assistant recorders/projectionists is to conduct a full inventory of all the records assembled for the board. This ensures that the record of every officer who is listed on the certified eligibility list is present.

Once this is completed, the records are handed out to the assistant recorders and projectionists for continuity checks. Each of these record checkers starts by conducting a record jacket inventory, verifying that the proper number of PSR and microfiche pages are included. Updated microfiche containing added or late-flowing material are interfiled in the record. If any hard copy information has been received, it will be filed in the record jacket. This may include (but is not limited to) copies of fitness reports, award certificates, designation letters, education completion certificates and full-length photos.

The microfiche record is first reviewed to ensure that the personal awards section matches the awards section of the PSR. Then, both the microfiche and PSR are examined to ensure that all regular fitness reports for the last five years are present. If a fitness report is missing from the PSR, but is contained on the microfiche record, the assistant recorder will hand write that report's grades on the PSR.

If the fitness report is also missing from the microfiche, a missing FITREP chit is initiated. PERS-322 (Performance Evaluation Branch) will make all efforts to obtain a copy of that report. PERS-322 personnel immediately determine if the missing report is in-house. The report should be provided immediately via message or fax to PERS-322 with a follow-up signed copy, suitable for microfilming, provided via the next mailing.

The recorders only track the continuity between regular fitness reports. The accuracy of the remaining portions of the record is the responsibility of the individual officer and should have been reviewed prior to the board.

The final task is to file any letters to the board. This is done with great care. The front page of the PSR is stamped with the phrase "LETTER TO THE BOARD" and the letter (with any enclosures) is placed in the jacket. Once this is completed, the records are then readied for distribution to the board members. As late fitness reports arrive, they will be placed in the record jackets and recorded on the PSR.

. . . and by YOU

In almost every issue of *Perspective*, you see stories about "lessons learned" from selection boards. The number one "lesson learned" is always that those who don't maintain and update their records do not get selected as readily as those who do.

It is never too early to be looking at your record for the next board. It is recommended that everyone order their microfiche, PSR, and Officer Data Card (ODC) at least six months prior to a board—that way you can see what is missing/incorrect and fix the problem before the board convenes.

The following categories are just some of the common problems found in many officers' records:

- **Picture:** The time requirements to submit a photograph are found in the MILPERSMAN.

Photographs are submitted on NAVPERS 1070/10 and sent to: Bureau of Naval Personnel (PERS-313), 2 Navy Annex, Washington DC, 20370-3130.

- **Medals:** The Board of Decorations and Medals (BDM) is the official records keeper for all medals. BUPERS, however, is responsible for entering citations on the microfiche. The administrative requirements for properly entering awards in an officer's record are detailed in the Awards Manual, SECNAVINST 1650.1F paragraph 223.4.

If an award is missing from your PSR, send a copy of the signed citation to the BDM (after printing or typing your SSN in the upper right hand corner) and they will ensure it is entered on the PSR: Board of Decorations & Medals, N09B33, 2000 Navy Pentagon, Washington, DC 20350-2000.

If an award is missing from the microfiche, again ensure your SSN is in the upper right hand corner and send the citation to PERS-313. Faxed citations are not acceptable for inclusion on the microfiche. Remember that only personal awards (NAMs, NCMs, etc.) are part of your official record. Items such as letters of commendation or appreciation, MUC's, etc., are not part of your official record (but they can be sent in a letter to the board if you desire to have them included in the board deliberations).

• **Fitness reports:** The ideal situation of course is to have complete continuity from the day you were commissioned through your last fitness report, with no gaps or overlaps. In general, BUPERS considers a gap of greater than 90 days to be significant (only regular fitness reports are checked for continuity). If you are missing a fitness report from your microfiche or PSR send a copy--with both member and reporting senior signatures--to Bureau of Naval Personnel (PERS-322), 2 Navy Annex, Washington DC, 20370-3220.

For administrative errors in your fitness reports, refer to the FITREP/EVAL manual (BUPERSINST 1610.10).

If you have any questions about fitness reports, call PERS-322 at DSN 224-1196/2476 or commercial (703) 614-1196/2476.

• **Education:** To update or include missing transcripts, sent them to: Bureau of Naval Personnel (PERS-1031D1), 2 Navy Annex, Washington DC, 20370-1031.

PERS-1031D1 will ensure your transcripts are entered on the ODC, which automatically updates the cover page of your PSR. PERS-1031D1 will then forward the transcripts to PERS-313D for inclusion on the microfiche. If your transcript is missing from your microfiche but shows up on your ODC and PSR, you can send a copy to PERS-313D.

In summary, YOU are responsible for your own record. Your detailer and other divisions in BUPERS will assist you to ensure your record is complete and accurate. But ultimately, you must ensure that a selection board has all the right information about you.

Again, order your official records at least six months prior to the board you are eligible for. Use the previous addresses given or the following BUPERS codes and phone numbers to order:

• **Microfiche:** Order your microfiche from PERS-313. You cannot order by phone or by e-mail because your signature is required. Fax ordering can be done at DSN 224-8882 commercial (703) 614-8882, or DSN 224-3862, commercial (703) 614-3862. For questions, call PERS-313D at DSN 224-3654 or commercial (703) 614-3654.

• **ODC:** Your ODC is sent to you automatically every year (see page 22 for dates). If you have not received it, call PERS-1031D1 at DSN 224-2213 or commercial (703) 614-2213. Or you can fax your request at DSN 224-5021 or commercial (703) 614-5021.

• **PSR:** The "top sheet" of the PSR can *only* be corrected by correcting the corresponding items on the Officer Data Card. Instructions for correcting each ODC item are found in the Manual of Navy Officer Manpower and Personnel Classifications, NAVPERS 15839G, Volume II - The Officer Data Card. Order your PSR from PERS-313. You cannot order by phone. Fax ordering can be done at DSN 224-8882 or commercial (703) 614-8882. r



Start With Your Microfiche

PERS-313D: DSN 224-3654; commercial (703) 614-3654; fax (703) 614-8882

Your Microfiche Record

BUPERS maintains a microfiche personnel record for every Navy active duty member and reservist. This record is maintained at BUPERS for approximately one year after the member is discharged or retires from the Navy. The record is then retired to the National Personnel Records Center (NPRC) in St. Louis.

Documents submitted for filing in the microfiche record are retained or deleted according to the guidelines in BUPERSINST 1070.27. Photographs are submitted following MILPERSMAN 5050140 (change 14).

An officer's personnel record is a compilation of up to five separate microfiche designated fiche 1 through fiche 5, but not everyone has a fiche 5. Officers who are prior enlisted have an additional record consisting of fiche 1E through 3E. Each fiche has the name, SSN, and fiche number at the top. Each fiche has seven rows of images, A through G, and 14 columns.

Do not assume that BUPERS will review all records and notify members of missing documents. You should order a copy of your microfiche record at least six months before any selection board for which you are eligible. You can review your record in the records review room (room 3036) at the Navy Annex, or you can request a copy by mail or fax. NAVPERS 1070/879 is the official form used to order a copy of your microfiche record. Ensure you include a correct return address, telephone number, name, rank, SSN, and signature. You **cannot** order microfiche by phone or e-mail because your signature is required.

When reviewing your record, remember that active duty promotion boards screen fiche 1, 2, and 5 while reserve boards screen fiche 1, 2, 4, and 5. Selection board records are pulled 1 to 3 months before the convening date.

Officer Records, Fiche by Fiche

Fiche 1: Photo, five rows of fitness reports, and 2 rows of awards. If there are additional FITREPs or awards they are contained on trailer fiches (T01, T02, etc.). Letters of commendation will not be retained in the microfiche record. They should be noted in fitness reports. However, copies of these letters may be sent to selection boards as part of a letter to the board.

Fiche 2: Education (transcripts, diplomas, military correspondence courses); qualifications (designator qualifications; not command qualifications such as OOD, CDO, etc., which should be noted in fitness reports); appointments and promotions; reserve status (USNR appointment, reserve officer performance record); service determination (statements of service, DD-214s, separation letters); miscellaneous professional history.

Fiche 3: Security/personal history; record of emergency data; record changes (SSN/name changes); personal background data (home of record, casualty data); miscellaneous personal data (medical forms, physicals, SGLI beneficiary form).

123-45-6789	1
JONES JOHN P	
A	PHOTO AND FITNESS REPORTS
B	
C	
D	
E	
F	COMMENDATORY DATA, MEDALS, AWARDS, CITATIONS

Fiche 4: Orders (new appointment, first duty, inactive duty, active duty for training, recall to active duty, separation).

Fiche 5: Privileged information (medical board cover letters, POW data, adverse data - NJP letters, administrative/punitive letters, detachment for cause).

Use NAVPERS form 1070/879 to order by mail or fax. Telephone requests are not accepted. If you have any questions, please call:

Microfiche Records Control..... DSN 224-3654/(703) 614-3654
Microfiche / PSR orders (fax) DSN 224-8882/ (703) 614-8882
Officer Fitness Reports DSN 224-1132/(703) 614-1132

Mailing address for sending documents or placing orders: Bureau of Naval Personnel (PERS-313C1), 2 Navy Annex, Washington, DC 20370-3130. r

PERS-1031D1: DSN 224-5188; commercial (703) 614-5188; fax (703) 614-5021

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procedure and request a final security clearance. (PERS-811, DSN 224-5142, commercial (703) 614-5142)

Non-BUPERS Changes

The items listed below cannot be changed by BUPERS. Before reading how to change individual items, keep the following two points in mind:

(1) Changes to blocks 25 and 47 can be made only as indicated.

(2) Changes to the remaining items should be directed to the PASS Liaison Representative at your command.

- **Block 25 (dependents):** Report corrections by separate correspondence with a copy of the dependency application record of emergency data (NP 1070/602) to the Navy Finance Center, following the instructions contained in paragraph 90434 of the PAYPERSMAN (NAVSO P-3050).

- **Block 47 (academic profile code):** Address inquiries to the Superintendent, Naval Postgraduate School (Code 0145), Monterey CA, 93940.

- **Block 73 (primary duty):** Corrections to this item must be made on the command's officer personnel diary with the correct BSC as shown in the officer distribution report (ODCR), which is based on the OPNAV 1000/2. Changes to the billet titles and/or NOBCs shown on the ODCR and/or ODC, generated by the manpower authorization, must be submitted to the Chief of Naval Operations per OPNAVINST 1000.16 (series).

- **Block 98 (unit identification code):** Must be changed on the command's officer personnel diary. See PAYPERSMAN, part 9, chapter 6. Direct inquiries to PERS-1031D21, DSN 224-3870/2605, commercial (703) 614-3870/2605.

- **Block 99 (billet sequence code):** BSC must be changed locally on the command's officer personnel diary. Follow PAYPERSMAN, part 9, chapter 6. Direct inquiries to PERS-1031D21, DSN 224-3870/2605, commercial (703) 614-3870/2605.

- **Block 75-77 (present duty):** Must be changed on the command's officer personnel diary. See PAYPERSMAN, part 9, chapter 6.

- **Block 78 (type of assignment, or TA):** Direct inquiries to the command PASS Liaison Officer.

- **Blocks 82-84 (billet information):** If BSC is in error, correct block 99 only; items 82-84 will adjust automatically. To update this data without altering the BSC, see OPNAVINST 1000.16 (series).

Please use the correct address when mailing information to update your ODC:

Bureau of Naval Personnel (PERS-1031D1)
2 Navy Annex
Washington DC 20370-1030

Our fax number is DSN 224-5021; commercial (703) 614-5021. For questions call PERS-1031D1 (Officer Qualifications) at DSN 224-5188; commercial (703) 614-5188. r

PSR: Your Selection Board Resume

Now that you understand how the selection board process works, the following information will demonstrate how boards use the Performance Summary Record (PSR) to make their selections. In our example, LT Jones is an eligible in-zone candidate for the O4 Line Promotion Board (as listed in the promotion zone ALNAV). Using the data already shown (microfiche, Officer Data Card (ODC), fitness report), the following PSR examples show how this information is tied together for the board's use.

The Performance Summary Record (PSR) is an administrative tool to reduce a selection board's work load. The PSR summarizes an officer's professional and performance history—in essence, it is an officer's resume to the selection board.

New Fitrep PSR Entries

PERFORMANCE SUMMARY REPORT										PAGE 3 OF 3									
NAME (LAST, FIRST MIDDLE) JONES, JOHN P.				DESIGNATE 1110				SSN 123-45-6789											
PG	STATION	DUTY	DATES	M O Y	REPORTING SENIOR	TRAITS					AVERAGE		PROMOTION REC				HPY		
					NAME TITLE	PG	1	2	3	4	5	IND SUM	R/S CUM	3P	PR	P	MP	EP	
03	CDS 66	OPS	100395 013196	04	JAMES D L COM	36		5	2			3.29	19						RG
03	CDS 66	OPS	020196 013197	12	JAMES D L COM	36		4	3			3.43	10						RG
03	CDS 66	OPS	030197 013198	12	JAMES D L COM	36		2	3	2		4.88	20						RG
												6.88	3.62						

On the first entry in this example, LT ("O3") Jones, attached to COMDESRON 66 ("CDS66"), received a fitness report starting on 03 October 1995 ("100395") and ending on 31 January 1996 ("013196"), covering a four ("04") month period. His reporting senior was CAPT James ("James D L 06"), who was the Commander ("COM"). For trait grades, he received "5" three grades and "2" four grades. His individual trait average was 3.29 and the reporting senior's trait average for this summary group was 3.20. He was in a summary group consisting of 10 individuals (add 5, 3, and 2 reflected in the summary line of the promotion recommendation column.) **The reporting senior's cumulative average for all LTs (Active and Reserve, Line and Staff) that he had evaluated up until the report was accepted to the mainframe was 3.19.** LT Jones was assigned a promotion recommendation of "Must Promote" ("X") along with two others in the summary group. Five individuals in the summary group were assigned the "Promote" and two were assigned the "Early Promote" promotion recommendation. The report was a Regular ("RG") report which maintained his record continuity.

The PSR consists of the cover page (page 27) and pages to document old and new system fitness reports. The old fitness reports are documented by the "old" performance summary record format (page 28).

Since LT Jones checked his microfiche, PSR, and ODC six months prior to the O4 Board, he saw that several items were missing from his record. One of them was his latest fitness report (pages 29-30). After LT Jones sent in a copy of the FITREP to PERS-322, the adjacent PSR entry was made into his official record.

The PSR Cover Page

When a board reads a PSR, it starts with the cover page. The handwritten marks in our example (page 27) were put there by the LT Jones' briefer—the board member who scanned LT Jones' microfiche. These remarks amplify LT Jones' career to the other board members when they are in the tank.

Apart from the standard information (name, SSN, birth date, etc.) at the top, the biggest eye-catcher is the primary letter grade assigned to the record ("B++"). That represents the briefer's view of how LT Jones' record compares with others he/she has seen. The other board members make their own determination of how LT Jones' record compares.

The briefer circled the master's degree entry (believing it merits special attention because LT Jones earned it while he was on shore duty at BUPERS after regular duty hours) and the

EOOW qualification (because he earned it during his OPS department head tour on USS Fletcher). The briefer also notes the Navy Achievement Medal LT Jones earned in the middle of his tour on USS Halsey. The pre-board record checkers have corrected the number of Navy Commendation Medals to three, thanks to LT Jones sending in a copy of his latest award.

The lower right-hand corner of the cover page contains the briefer's summary of LT Jones' tours so far, based on both sides of all of his fitness reports. The "LETTER TO THE BOARD" stamp was put on because LT Jones checked his microfiche and PSR and saw that several documents were missing. LT Jones mailed a copy of his latest fitness report from his new command at CDS 66 (pages 29-30) and his last FITREP from USS Fletcher (which is annotated at the bottom of the PSR on page 29). LT Jones also sent his recent end-of-tour NCM from USS Fletcher. The briefer's recommendation to the board of LT Jones is at the bottom ... a very favorable one.

A Look at "old system" FITREPs in the PSR

Page 1 of 1 of the PSR proper (page 28) may seem cryptic, but it tells board members a lot about fitness report trends in a short space. Reading left to right on the first line, we see that LT Jones was an ENS (1) on USS Halsey as the Communications Officer. The report opening date was January 1987, covering a five-month period, and CAPT (6) Gregg was the reporting senior. ENS Jones earned (9) A's and (4) B's in the "specific performance" category. The raised tick marked number (-9-) means that was his average mark for that category. In the "comparison" category, among the eight (5 + 3) URL ENSs on USS Halsey at that time, the raised (-5-) means ENS Jones was among the five who received an overall A grade. So the board knows that, in a competitive ranking, ENS Jones was no worse than 5 of 8 ENSs.

In the "desirability" category, ENS Jones received (4) A's and (1) B. The "promotion" category tells the board more about where ENS Jones broke out within his own wardroom. CAPT Gregg chose (3) officers in the "E" block to recommend for accelerated promotion (rap); and we see from the (X) in the P block (regular promotion) that ENS Jones wasn't one of the three. This tells the board he was no better than 4 of 8 ENSs. When you combine this information with the "comparison" category data, you can see that CAPT Gregg is rating ENS Jones in the middle of the pack within the wardroom (which is called making him a "pack player").

Under the "traits" category, ENS Jones earned (4) A's and (2) B's. The briefer thought the board would want to know that the B's were in military bearing ("MB") and imagination ("I"). The ("P/23") comment also tells us that ENS Jones passed his PRT but had a body fat percentage of 23 percent, which was over body fat standards. The (RG) tells us that this was a regular fitness report, as opposed to special or concurrent report.

Fitness report trends. Now that you know how the board reads a single fitness report line, let's see how it may view trends across several fitness reports. LTJG (5) Jones' third report shows (1) B in "specific performance" (which is not necessarily declining performance) after his second FITREP with all A's. In this case, it is mitigated by the fact that it's under a new CO, CAPT McGee. The good news is that LTJG Jones is moving up, as he was rapped (/6) for the first time.

LTJG Jones is improving rapidly by his fourth report. Not only is he rapped, but as the briefer wrote down, he was recommended for postgraduate school ("PG") and he received a mid-tour Navy Achievement Medal.

By the report dated (0989), LT (4) Jones has become the number one ranked junior officer ("my #1 JO") and has received a recommendation for department head school ("DH"). LT Jones' last report on USS Halsey shows he has become a "pack plus" junior officer. Not only is he still the number one JO on board, but he received his first Navy Commendation Medal. Because his departure coincided with the regular LT reporting period, LT Jones did not get what is called a "good-bye kiss": a glowing report and a 1 of 1 ranking (or EP under the new FITREP) which the board may or may not consider as good as being ranked against your peers.

Shore duty at BUPERS. Out in Washington DC, LT Jones runs into a snag. His next report under CDR Dale is ("declining"): a non-rapped FITREP against another LT who was rapped (meaning a 2 of 2 breakout), plus a very significant B in ("judgment"). The prominent arrows indicate movement "to the right" which is to be avoided. But to LT Jones' credit, he comes back under the same reporting senior with a rap and another ("NCM") award.

Department head tour. All charged up, LT Jones then heads off to be OPS on USS Fletcher. He's ranked ("# 3 of 4") on his first report, but the board realizes it's hard to shine when you first check on board, so this one is not viewed as declining. Besides, LT Jones continues to improve (something the board always looks for). LT Jones' last three reports on USS Fletcher (including the one annotated at the bottom that he sent in to the board) show he was the number 1 ranked department head and that he received his third NCM.

DESRON Staff Duty. LT Jones' next assignment was to CDS 66 where he continued to earn competitive "break-out" FITREPS under the new FITREP system which are annotated as entries in the graphic on page 25.

The likely conclusion by the LCDR Promotion Board is that LT Jones is an outstanding officer. He has strong command rankings and assignment recommendations, as well as several awards. It is likely that he will be selected for promotion to LCDR. r

PERFORMANCE SUMMARY RECORD

NAME									
JONES, JOHN P									
					DATE PROC		SEQ NUM		
SSN		FILE NO.	DESIGNATOR	DATE OF BIRTH	AGE	PROF SERV DATE		FOR BOARD USE	
123-45-6789			1110	640520	31				
		CAPT	CDR	LCDR	LT	LTJG		ENS	WARRANT
PROMOTION HISTORY: DATES OF RANK					900601	880601		860510	
PRESENT DUTY STATION					PRESENT BILLET				
DESTROYER SQUADRON 66					OPERATIONS OFFICER				
EDUCATION					SERVICESCHOOLSATTENDED				
COLLEGE	DATE/LEVEL	MAJOR	LANG PROF	SUB-SPEC	COURSE: SURF WF OFF DATE/WEEKS: 8612 16 COURSE: SURF DEPT HEAD/TAO DATE/WEEKS: 9308 25 COURSE: DATE/WEEKS:				
UNIV MARYLAND	93 MASTER	FRGN AFF		XX26					
USNA	86 BACH/1 PR	ECONOMICS							
ACTIVE DUTY BASE DATE	PREVIOUS MILITARY SERVICE:		YEAR	MONTHS	HIGHEST RATE/GRADE		REMARKS		
0586	NO						LETTER TO THE BOARD		
			PERSONAL DECORATIONS						
			HIGHEST AWARD						
			NAV COM MDL 02 NAV ACH 01						
SPECIAL QUALIFICATION									
1. OOD FLT			7.						
2. EOOW GAS TURBINE			8.						
3. TAO			9.						
4.			10.						
5.			11.						
6.			12.						

FOR OFFICIAL USE ONLY

FITNESS REPORT & COUNSELING RECORD (E7-06)

BCN BUPERS 1410-1

1. Name (Last, First MI, Suffix) JONES, JOHN P				2. Grade/Rate LT		3. Desig 1110		4. SSN 123-45-6789			
5. ACT <input checked="" type="checkbox"/> TAB <input type="checkbox"/> INACT <input type="checkbox"/> AT/DIRTY <input type="checkbox"/> 265		6. UIC 12345		7. Ship/Station COMDESRON 66			8. Promotion Status REGULAR		9. Date Reported 95OCT03		
10. Periodic <input checked="" type="checkbox"/> 11. of Individual <input type="checkbox"/> 12. Reporting Senior <input type="checkbox"/> 13. Special <input type="checkbox"/>		14. From: 97FEB01				15. To: 98JAN31					
16. Not Observed Report <input type="checkbox"/> 17. Regular <input checked="" type="checkbox"/> 18. Concurrent <input type="checkbox"/> 19. Ops Cdr <input type="checkbox"/>		20. Physical Readiness P/WS				21. Billet Subcategory (if any) NA					
22. Reporting Senior (Last, FI MI) JAMES, D L		23. Grade CAPT		24. Desig 1110		25. Title COMMODORE		26. UIC 12345		27. SSN 987-65-4321	
28. Command employment and command achievements. Readiness support for eight FFG-7 class frigates and four DDG-963 class destroyers. Staff received Meritorious Unit Commendation for outstanding performance during the period 1 Jul 95 - 1 Jul 97.											
29. Primary/ collateral/ watchstanding duties. (Enter primary duty abbreviation in box.) OPS OFFICER Operations Officer-12. Responsible for all staff functions, directing 1 officer and 6 enlisted. COLL: Executive Steering Committee-12 WATCH: CDO-12											
30. Date Counselor 97JUL10				31. Counselor BURDICK, E. J.				32. Signature of Individual Counselor <i>[Signature]</i>			
For Mid-term Counseling Use. (When completing FITREP, enter 30 and 31 from counseling record, sign 32.)											
PERFORMANCE TRAITS: 1.0 - Below standards/not progressing or UNSAT in any one standard; 2.0 - Does not yet meet all 3.0 standards; 3.0 - Meets all 3.0 standards; 4.0 - Exceeds most 3.0 standards; 5.0 - Meets overall criteria and most of the specific standards for 5.0. Standards are not all inclusive.											
PERFORMANCE TRAITS	1.0* Below Standards	2.0 Pro- gressing	3.0 Meets Standards	4.0 Above Standards	5.0* Greatly Exceeds Standards						
33. PROFESSIONAL EXPERTISE: Professional knowledge, proficiency, and qualifications. NOB <input type="checkbox"/>	- Lacks basic professional knowledge to perform effectively. - Cannot apply basic skills. - Fails to develop professionally or achieve timely qualifications.	-	- Has thorough professional knowledge. - Competently performs both routine and new tasks. - Steadily improves skills, achieves timely qualifications.	-	- Recognized expert, sought after to solve difficult problems. - Exceptionally skilled, develops and executes innovative ideas. - Achieves early/highly advanced qualifications.						
34. EQUAL OPPORTUNITY: Fairness, respect for human worth. NOB <input type="checkbox"/>	- Displays personal bias or engages in harassment. - Tolerates bias, unfairness or harassment in subordinates. - Lacks respect for EO objectives. - Interferes with order and discipline by disregarding rights of others.	-	- Always treats others with fairness and respect. - Does not condone bias or harassment in or outside of workplace. - Supports Navy EO objectives. - Contributes to unit cohesiveness and morale.	-	- Admired for fairness and human respect. - Ensures a climate of fairness and respect for human worth. - Pro-active EO leader, achieves concrete EO objectives. - Leader and model contributor to unit cohesiveness and morale.						
35. MILITARY BEARING/ CHARACTER: Appearance, conduct, physical fitness, adherence to Navy Core Values. NOB <input type="checkbox"/>	- Consistently unsat appearance. - Unsatisfactory demeanor/conduct. - Unable to meet one or more physical readiness standards. - Fails to live up to one or more Navy Core Values: HONOR, COURAGE, COMMITMENT.	-	- Excellent personal appearance. - Excellent demeanor or conduct. - Complies with physical readiness program, within all standards. - Always lives up to Navy Core Values: HONOR, COURAGE, COMMITMENT.	-	- Exemplary personal appearance. - Exemplary representative of Navy. - Excellent or outstanding PRT. A leader in physical readiness. - Exemplifies Navy Core Values: HONOR, COURAGE, COMMITMENT.						
36. TEAMWORK: Contributions to team building and team results. NOB <input type="checkbox"/>	- Creates conflict, unwilling to work with others, puts self above team. - Fails to understand team goals or teamwork techniques. - Does not take directions well.	-	- Reinforces others' efforts, meets personal commitments to team. - Understands team goals, employs good teamwork techniques. - Accepts and offers team direction.	-	- Team builder, inspires cooperation and progress. - Talented mentor, focuses goals and techniques for team. - The best at accepting and offering team direction.						
37. MISSION ACCOMPLISHMENT AND INITIATIVE: Taking initiative, planning, prioritizing, achieving mission. NOB <input type="checkbox"/>	- Lacks initiative. - Unable to plan or prioritize. - Does not maintain readiness. - Fails to get the job done.	-	- Takes initiative to meet goals. - Plans/prioritizes effectively. - Maintains high state of readiness. - Always gets the job done.	-	- Develops innovative ways to accomplish mission. - Plans/prioritizes with exceptional skill and foresight. - Maintains superior readiness, even with limited resources. - Gets jobs done earlier and far better than expected.						

NAVPERS 1000 (7-0)

FITNESS REPORT AND COUNSELING RECORD (E7-06) (cont'd)

RCS BUPERS 1610-1

1. Name (Last, First MI Suffix) JONES, JOHN P				2. Grade/Rate LT		3. Design 1110		4. SSN 123-45-6789	
PERFORMANCE TRAITS		1.0 Below Standards		2.0 Pro- gressing		3.0 Meets Standards		4.0 Above Standards	
								5.0 Greatly Exceeds Standards	
38. LEADERSHIP: Organizing, motivating and developing others to accomplish goals.		<ul style="list-style-type: none"> - Fails to motivate, train or develop subordinates. - Fails to organize, creates problems for subordinates. - Does not set or achieve goals relevant to command mission. - Lacks ability to cope with or tolerate stress. - Inadequate communicator. - Tolerates hazards or unsafe practices. - Does not attend to welfare of subordinates. 		<ul style="list-style-type: none"> - Effectively motivates, trains and develops subordinates. - Organizes successfully, solves problems as they occur. - Sets/achieves useful, realistic goals which support command mission. - Performs well in stressful situations. - Clear, timely communication. - Ensures safety of personnel and equipment. - Routinely considers subordinates' personal and professional welfare. 		<ul style="list-style-type: none"> - Inspiring motivator and trainer, consistently builds winners. - Superb organizer, great foresight, gets ahead of problems. - Leadership achievements dramatically further command mission. - Perseveres through the toughest challenges and inspires others. - Exceptional communicator. - Makes subordinates safety-conscious, maintains top safety record. - Constantly improves the personal and professional lives of others. 		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>	
39. TACTICAL PERFORMANCE: (Warfare qualified officers only) Basic and tactical employment of weapons systems.		<ul style="list-style-type: none"> - Has difficulty attaining qualification expected for the rank or experience. - Has difficulty in ship(s), aircraft or weapons systems employment. Below others in knowledge and employment. - Warfare skills in specialty are below standards compared to others of same rank and experience. 		<ul style="list-style-type: none"> - Attains qualifications as required and expected. - Capably employs ship(s), aircraft, or weapons systems. Equal to others in warfare knowledge and employment. - Warfare skills in specialty equal to other of same rank and experience. 		<ul style="list-style-type: none"> - Fully qualified at appropriate level for rank and experience. - Innovatively employs ship(s), aircraft, or weapons systems. Well above others in warfare knowledge and employment. - Warfare skills in specialty exceed others of same rank and experience. 		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>	
40. I recommend screening this individual for next career milestone(s) as follows: (maximum of two) Recommendations may be for competitive schools or duty assignments such as: LCPN, DEPT CPO, SEA, CMC, CWO, LDO, Dept Head, XO, OIC, CO, Major Command, War College, PG School.						XO AFLOAT		WAR COLLEGE	
41. COMMENTS ON PERFORMANCE: * All 5.0 and 1.0 marks must be specifically substantiated in comments. No numerical ranking permitted. Comments must be verifiable. Bold, underlined, italic, or other highlighted type is prohibited. Font must be 10 or 12 pich (10 to 12 point) only. Use upper and lower case. #1 Lieutenant. *33, 38 In all his duties, demonstrated unparalleled attention to detail. Unquestionably my most well-seasoned, knowledgeable Lieutenant Department Head. Handles complexity with ease. Unflappable under pressure; few could bear the weight of such duties so lightly on their shoulders. Tenaciously supportive of him department and accomplishes each task with ease and ingenuity. Indomitable spirit and splendid sense of humor. He has been the linchpin of the junior officers in the wardroom and has combined maturity and tactful determination to see the command meets each and every commitment on time. Assign him to the most demanding positions where his superb qualities will be realized.									
Promotion Recommendation	NOB	Significant Problems	Progressing	Promotable	Must Promote	Early Promote	44. Reporting Senior Address		
42. INDIVIDUAL						X	Commander, Destroyer Squadron 66 FPO AA 23456-9876		
43. SUMMARY	X	0	0	0	0	1			
45. Signature of Reporting Senior  Date 980001						46. Signature of Individual Evaluated. "I have seen this report, been apprised of my performance, and understand my right to submit a statement." I intend to submit a statement. <input type="checkbox"/> I do not intend to submit a statement. <input checked="" type="checkbox"/>  Date 98JAN231			
47. Typed name, grade, command, UIC, and signature of Regular Reporting Senior or Concurrent Report									
Date									

NAVPER 16167 (7-95)

Career Progression Issues

Augmentation Policy

Now that all officers are receiving reserve commissions, there is a lot of confusion out there on how their augmentation will work. Here is a short summary to help clear that up.

SECNAV has approved a new augmentation policy for those officers commissioned in YG97 and beyond. These officers will be able to apply to the regular Navy transfer board for augmentation at any time after 4 years of active duty commissioned service. This board will meet in April and October of every year. Upon reaching 6 years of active duty, reserve officers who have not yet augmented or been selected for augmentation will be screened automatically for aug-

mentation. Finally, officers selected for O-4, and not previously offered a regular commission, will automatically receive one at the time of their promotion.

The new augmentation policy does not effect officers commissioned prior to October 1996 who fall under the old policy. The special augmentation policies for Medical Corps, Dental Corps, Judge Advocate General Corps, and Chaplain Corps previously in effect will carry over under the new policy. Point of contact regarding this new policy is CDR Maureen Cahill, Pers-212D/N131D, Officer Accessions Plans e-mail p212d@bupers.navy.mil

Lateral Transfer/Redesignation

For those of you who consider augmenting to the regular Navy (transfer) or converting to another designator (redesignation), you have two opportunities every year to do so. The Lateral Transfer and Redesignation Board meets twice a year in April and October. Applications for transfer to the regular Navy should be submitted in accordance with MILPERSMAN 1020120 (*those active duty officers with reserve commissions who wish to pursue an active duty career must transfer to the Regular Navy/the exception being those considering TAR opportunities*). Applications for Redesignation should be submitted in accordance with MILPERSMAN 1020150. Applications must be received by PERS-811/251 75 days prior to board convening date.

LDO Career Notes

Selective Early Retirement (SER) Update. By the time you read this, the SER boards will be finished. As indicated in the September-October 1997 edition of *Perspective*, all of us (i.e., community managers, detailers, strength planners, etc.) have worked hard over the past year to get us out of the SER business. We are pleased to report that the FY98 SER will be the smallest SER since FY91—only four officers. Were it possible to have avoided a SER for these four officers, believe me, we would have.

As stated in the past, SER is arguably the most difficult decision we have to make in the business of managing a community. In FY97, because of an overage in our inventory, we were forced to SER 125 officers. Many of those selected were personal friends and shipmates. With rare exception, each of them had served our Navy with pride and distinction.

Will we SER again? It really depends on a number of factors and conditions. These conditions include the stability of our current authorized end strength; whether or not our annual loss rate (i.e., voluntary

retirements) remains somewhere between 12-15 percent of the community and if we are able to maintain our officer inventory, particularly in the DOPMA control grades (O4 through O6), within Congressional limits; and providing that we do not over promote or access more officers into the community that we have authorized funding.

We are often asked, "What can I do to avoid being elected for early retirement?" This is going to sound like "motherhood," but our best advice is to first, stop worrying about SER. Let us do that for you. Your time is better spent focusing on doing your job to the best of your ability, being a good shipmate and an active member of the wardroom, training and looking after the welfare of your Sailors and civilian personnel, continuing to hone your own professional qualifications and skills, pursuing completion of your academic goals, taking care of the family, and finally, staying physically fit and out of trouble. Most of us have been acting in this manner during our entire Navy career. Those who remain on this course normally have no problems with our promotion boards and SER.

New LDO/CWO Application Instruction.

BUPERSINST 1131.1A was signed on 31 October 1997 and has been forwarded to the printing office for distribution to the fleet. We are also hoping to download it into BUPERS Access. Please advise your personnel who are interested in applying for our program to watch for the new instruction. All ships and stations should be receiving it by the end of January 1998. A lot of time and effort went into rewriting this new instruction. We appreciate all the feedback and assistance we received from our many shipmates. Thank you! Now it's time for all of us to get out and "beat the drum" for next year's applications. We need your help. Go after our best and brightest Sailors. Serve as their mentor and convince that "Bluejacket" of what a golden opportunity our program has to offer to them and their family.

Accepting a Permanent Appointment. LDO's may remain temporary officers only until after promoted to temporary LT. At that point they must make a firm commitment and either accept permanent officer status or revert to their permanent enlisted status. All LDO candidates sign an agreement to that effect in their application to LDO. Accepting permanent appointment is required by SECNAVINST 1120.3C, under authority from Title 10, U.S.C., Section 5596.

The above does not apply to temporary LDO's who hold a permanent chief warrant officer status. These officers are already "permanent" commissioned officers. They may decline their permanent appointment to LT, accept a temporary appointment to LDO LT, and remain a permanent CWO. In fact, until they select to LCDR, it would not be monetarily advantageous for them to accept a permanent appointment as a LT and give up their warrant status, since a CWO4 will retire with more money than an O3. Once they select for LCDR, they must apply and accept a permanent appointment to LDO before their promotion to LCDR.

Accepting a permanent appointment protects an officer from any sudden, involuntary reversion to enlisted status, while providing the Navy with a stable, "all-regular force." All temporary officers (regardless of grade) must retire on 30 years of total active naval service.

Check your status by your designator's fourth digit:

- If it ends in a "0" you are a permanent LDO.
- If it ends in a "1" you are a permanent CWO.
- If it ends in a "2" you are a permanent enlisted.

When Senate confirmation is received on permanent appointment to LT, the Naval Recruiting Command will send each officer an appointment Oath of Office (NAVCROUTFORM 1000/20). This is the legal document (not the local command prepared NAVPERS 1421/7) which the officer must indicate whether or not they accept or decline a permanent appointment. It usually takes about 6-12 months for the officer to receive this form from CRUITCOM (even after their promotion date). If you do not receive the NAVCROUTFORM 1000/20 after you have been promoted to LT for at least a year, please call the Naval Recruiting Command at (703) 696-4084 and your detailee.

Surface Major Command Screens. The FY98 Surface Major Command Board recently selected CAPT Jerry Rea (Surface Deck) and CAPT (Sel) "O.W." Wright (Administration) for surface major command (ashore). Congratulations to both of these outstanding officers and shipmates!

Competitive Categories. Competitive categories are established to provide for separate promotion consideration and career development of groups of officers with related education, training, skills and experience needed to meet mission objectives of the Navy. A large number of LDOs and CWOs are under the impression that they only compete against others in the promotion zone with the same designator as theirs. This is not true.

All LDOs with designators 611X-649X are in the single competitive category of LDO (line) and compete for promotion against all others in zone, regardless of designator. For example, if ten 611X (Surface Deck) are in the promotion zone, with a 50 percent overall opportunity for selection, some LDOs think that five 611Xs should be selected. While this is certainly possible, it is also possible for any number between zero and ten to be selected, depending on how competitive they are with the rest of those being considered. Likewise, the LDO (staff) competitive category is comprised of designators 651X-655X. All CWOs, line and staff, designators 711X-753X, are in the same CWO competitive category.

Title 10, U.S.C., authorizes each Service Secretary with the ability to provide specific information to its promotion selection boards reflecting the need for officers possessing particular skills within competitive categories. This is commonly referred to as "skill guidance." In the past, our community has not used "skill guidance." The end result **(cont. on pg 34)**

Typical Career Paths for Unrestricted Line Officers (URL)

The career paths below are some general career paths for most URL officers to consider as they come within the detailing window or are simply doing some career planning. Restricted Line and Staff communities typically have their own unique career paths, however most have milestone assignments that are

necessary for promotion. Detailers of these communities have the best information on career paths.

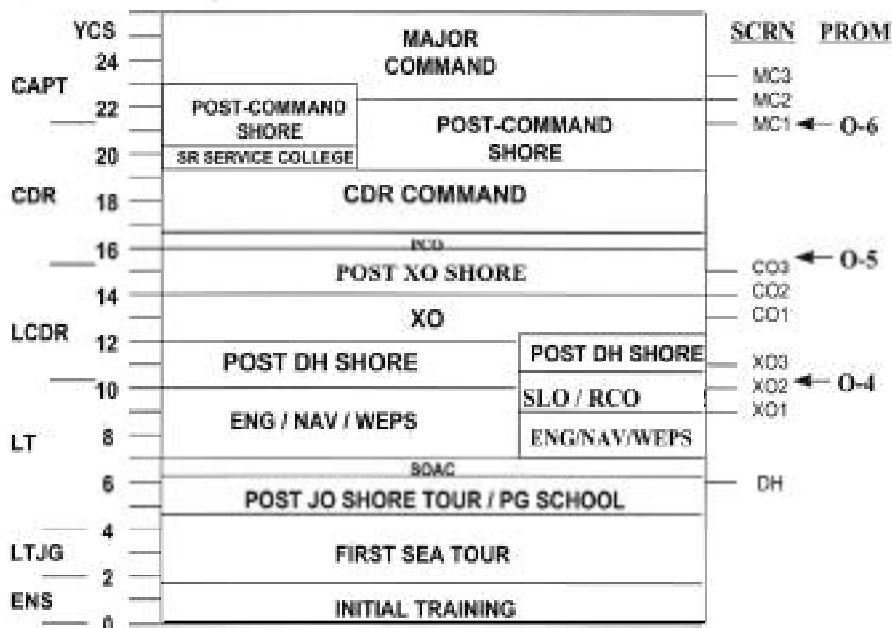
It should be understood that **no two naval careers will be alike**. Although these paths are similar and require "milestone" operational assignments (i.e., Dept Head, XO, CO, etc.), the exact timing is not critical. Usually, the earlier an officer can complete a milestone assignment, the better.

Aviation Career Path



Aviation Note: From the results of the promotion board, a cumulative career flow was noticed. Most individuals who followed this general flow had the best chances of making the Navy a challenging and rewarding career. Notice that the 2nd sea tour is key to making O-4 and Department Head. Keep in mind that everyone's timing will not fit and the path may have to be adjusted accordingly.

Submarine Career Path



Continued from pg 32

has been a mish-mash of inventory versus specific billet requirements. For example, having five Surface Deck CDRs in the inventory with only two billet requirements, while at the same time having only one Cryptology CDR in the inventory and five billet requirements to fill.

When our community is not able to fill billets with the right designator and grade requirement, our billets become easy targets for deletion or conversion to other community billets.

In a smaller Navy, future years may see the need for our community (like others currently do) to use "skill guidance" in selection board precepts to help shape the inventory to satisfy specific billet requirements. It is certainly not a desirable option, but for the overall good of the community and the Navy, it may be necessary. The more senior LDO billets (i.e., LCDR through CAPT) we can acquire for each designator, the less likely we will have to use skill guidance, and the better the promotion flow points will be for our people. Please help if you can.

Warmest regards, keep charging and stay safe out there! r

*CDR Jerry Hart and LT Scott Lyons,
LDO/CWO Community Managers (N131L)*

Officer's Call

TAD Positions for Joint/UN/NATO Contingency Ops

Here is an opportunity to participate in and contribute to real world operations. N123C is charged with coordinating TAD support for Joint, UN and NATO operations such as Operation Joint Guard and Southern Watch.

TAD assignments are 120 to 179 days in length and require your command's approval to participate. Your command incurs no cost in supporting these vital assignments as the requesting command pays both travel and per diem. Tax-free income, other special pays, and special recognition are often part of these professionally satisfying assignments.

Particular skills sought include Tacair aviators, aviation strike planners, TLAM strike planners, EP-3 mission planners, H-60 CSAR coordinators, Intelligence

Officers, PAOs, Supply Officers (particularly contracting experts with subspecialty code 1306), Photography Officers, Communication Officers, Submarine Officers, CEC Officers, TARPS analysts, and foreign language skills.

Paygrade requirements range from LT to CAPT and are assignment dependent. New assignments become available monthly and are assigned 120 days prior to the report date.

For more information please contact LT Nikolai Mulligan or CDR Dick Terrell at DSN 224-1012 or commercial (703) 614-1012. You may fax us at DSN 224-2609 or commercial (703) 614-2609 or e-mail us at: n123c1@bupers.navy.mil r

BUPERS Directory

**For e-mail address, replace xxx with listed PERS-code:
example – to e-mail the aviation junior officer VF detailee:**

***pxxx@bupers.navy.mil*
*p432g@bupers.navy.mil***

<u>PERS-code</u>	<u>Position</u>	<u>Incumbent</u>	<u>DSN</u>	<u>Commercial</u>	<u>Ext</u>
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Perspective and Link Magazines

451E	Managing Editor, <i>Perspective</i> and <i>Link</i> Magazines	LT Zip	223-3034	(703) 693-3034	
451E1	Editor, <i>Link</i>	JOC(SW) Briggs	223-3079	(703) 693-3079	

BUPERS Access / IVR and BUPERS Home Page Technical Support

455E	BUPERS Access / IVR Technical Support BUPERS Access Data Personal Account BUPERS Access Data Command Representative Account Interactive Voice Response (IVR)	DP1 Richardson	224-8083	(703) 614-8083 1-800-346-0217 1-800-762-8567 1-800-951-NAVY	
1023	BUPERS Home Page Technical Support BUPERS Home Page address	DPC Reese http://www.bupers.navy.mil	225-5895	(703) 695-5895	

Personnel Policy Advisors

203D	Personnel Exchange Program (PEP) Advisor	LCDR Hunter	224-5393	(703) 614-5393	
2MM	Acquisition Professional (AP) Advisor	CAPT Brown	227-8761	(703) 697-8761	
2WW	Women in the Navy Advisor (e-mail p00W@bupers.navy.mil)	CAPT Long	225-9385	(703) 695-9385	
45J	Joint Policy Advisor	CDR Johnson	223-2345	(703) 693-2345	
45J1	JPME Phase II Quota Control	LCDR Grace	223-0036	(703) 693-0036	
45J2	Title 10 Compliance	LT Beeth	224-2048	(703) 614-2048	
N123C	TAD/Joint Operations Assignments Advisor	CDR Terrell	223-2948	(703) 693-2948	
N123C1	TAD Assistant	LT Mulligan	223-1192	(703) 693-1192	
61	Director, Equal Opportunity Division	CAPT Stafford	224-2007	(703) 614-2007	
61B	Deputy Director	CDR Olmo	225-2860	(703) 695-2860	
611	Navy Affirmative Action Plans Advisor	LCDR Haeg	225-2651	(703) 695-2651	
613	Sexual Harassment/CMEQ Advisor	LCDR Imgrund	225-2824	(703) 695-2824	
614A	Minority Affairs Advisor	CDR Olmo	224-1190	(703) 614-1190	
614B	Minority Affairs Advisor	LCDR Burke	224-2008	(703) 614-2008	

Microfiche, PSR, Selection Boards, Fitness Reports, ODC Support

* 313D	Microfiche & PSR Ordering fax ordering	LT Stauffer	224-3654 224-8882	(703) 614-3654 (703) 614-8882	
* 321	Selection Board Support	LCDR Bertelsen	224-3105	(703) 614-3105	
* 322	FITREP/EVAL Support and FITREP/EVAL Selection Board Support	Help Desk	224-1132	(703) 614-1132	
* 1031D1	Officer Data Card (ODC) Support (updates to Front Page PSR)	Ms Jones	224-5188	(703) 614-5188	

Inservice Procurement and Transfer Division

25	Director	CDR Wessel	224-3887	(703) 614-3887	
251	Head, Inservice Procurement/Transfer Branch	LT Green	224-1193	(703) 614-1193	
252	Head, Officer Recall	LCDR Simmons	224-2825	(703) 614-2825	
253	Head, Officer Separations	LT Bischeri	223-2206	(703) 693-2206	
* 253B	Officer Involuntary Separations	PNC Estella	224-2894	(703) 614-2894	

Officer Promotions Division

85	Director	CDR Stewart	224-2725	(703) 614-2725
85A	Admin Officer	LT Corley	224-2725	(703) 614-2725
85C	Officer Special Board Coordinator	LT Castleberry	224-2725	(703) 614-2725
85L	Line Selection Board Liaison	LCDR Anderson	224-2725	(703) 614-2725
85M	Staff Selection Board Liaison	LCDR Nathan	224-2725	(703) 614-2725
86	Director, Reserve Officer & Enlisted Promotions	CDR Carlock	288-8691	(202) 433-8691
86B	Deputy Director, Reserve Officer & Enlisted Promotions	CDR Vogt	288-8676	(202) 433-8676
86D	Special Assistant for Line/Staff Boards	CDR Nardella	288-8675	(202) 433-8675
861	Head, Reserve Officer Promotions and Appointments	LCDR Cambell	288-8674	(202) 433-8674

Retirements Division

27	Director	Ms Ryan (Acting)	224-2690	(703) 614-2690
271	Head, LIMDU/Disability Retirement	LTJG Gaston	224-7990	(703) 693-7990
272	Head, Officer Retirement	CWO4 Abrams	223-7995	(703) 693-7995

Officer Community Management (OCM) and Career Planning Division

21	Director	CAPT Durgin	223-2301	(703) 693-2301
211	Head, OCM	CAPT Willson	223-2303	(703) 693-2303
211C	Chaplain Corps OCM	CAPT Belanus	224-4438	(703) 614-4438
211D	AED/AMD OCM	CAPT Benn	224-4869	(703) 614-4869
211E	Engineering Duty OCM	CAPT Rau	223-1231	(703) 693-1231
211F	Special Warfare OCM	CDR Campion	224-8327	(703) 614-8327
211G	Fleet Support OCM	CDR Sapp	223-2308	(703) 693-2308
211H	Special Operations OCM	CDR Windhorst	224-8328	(703) 614-8328
211I	Intelligence OCM	CAPT Thomas	224-3072	(703) 614-3072
211J	JAG Corps OCM	CAPT Stevens	221-9830	(703) 325-9830
211K	CEC OCM (e-mail p4413@bupers.navy.mil)	CAPT Surash	224-3635	(703) 614-3635
211L	LDO/CWO OCM	CDR Hart	223-2309	(703) 693-2309
211L1	Assistant LDO/CWO OCM	LT Bodoh	223-2310	(703) 693-2310
211M	Medical Department OCM	CAPT Gibbin	223-2328	(703) 693-2328
211M2	Medical OCM Admin Assistant	HM2 Beebe	223-2324	(703) 693-2324
211M3	Medical Service Corps/Dental Corps OCM	CDR Boman	223-2327	(703) 693-2327
211M4	Medical Corps OCM	CAPT Simpkins	223-2311	(703) 693-2311
211M5	Nurse Corps OCM	CDR Bashford	223-2326	(703) 693-2326
211N	Submarine OCM	LCDR Stacia	225-3734	(703) 695-3734
211O	METOC OCM	CAPT Lawson	224-0520	(703) 614-0520
211P	Public Affairs OCM	CDR Weishaupt	224-2708	(703) 614-2708
211Q	Cryptology OCM	CDR MacDougall	224-3403	(703) 614-3403
* 211R	Merchant Marine OCM	CAPT Van Oss	332-7128	(703) 602-7128
211S	Supply Corps OCM	CAPT Turk	224-3471	(703) 614-3471
211S1	Supply Corps Requirements	LCDR Walker	224-3471	(703) 614-3471
211V	Aviation OCM	LCDR Ryan	223-2306	(703) 693-2306
211W	Surface OCM	CDR Sorce	223-2305	(703) 693-2305
213	Professional Development	LCDR Belcher	223-2340	(703) 693-2340
213D	Graduate Ed & Subspecialty Management	Ms. Poindexter	224-4933	(703) 614-4933;
213E	Command Plan Analyst	LCDR Ostlund	225-6408	(703) 695-6408
214	TAR OCM (e-mail p921c@bupers.navy.mil)	CDR Wright	223-2316	(703) 693-2316

Surface Officer Distribution Division

41	Director/CAPT Assignment	CAPT Doud	224-8341	(703) 614-8341
41B	Deputy Director	CDR Grause	224-8341	(703) 614-8341
41A	Assistant for CAPT Assignment	CDR Kurta	224-8341	(703) 614-8341
41B	Assistant for Nuclear Assignment	CAPT(Sel)Janikowsky	225-4330	(703) 695-4330
410/11	Head, CDR/LCDR Assignment	CDR Clark	224-3678	(703) 614-3678
410A	Assistant CDR Assignment	CDR Woolley	224-3679	(703) 614-3679
410B	Assistant CDR Assignment	CDR Fierro	224-3679	(703) 614-3679
411A	YG86 & Junior	CDR Griner	224-2270	(703) 614-2270
411B	YG85 & Senior	LCDR Delaney	224-2270	(703) 614-2270
412	Head, Junior Officer Assignment	CAPT Reilly	224-3831	(703) 614-3831
412A/B	Sea/Shore Coordinator	CDR(sel) Matawitz	224-3831	(703) 614-3831

412I	Initial Assignment	LT Cash	224-3831	(703) 614 3831
412N	Surface Nuclear Assignment	LCDR Mullen	224-3831	(703) 614-3831
413	Head, Surface Ship Placement, CCDG Staffs, CNSL/CNSP Staffs	CDR Landolt	223-1976	(703) 693-1976
413A	LANT CRUDES Ships and Staffs	CDR Skardon	223-0912	(703) 693-0912
413B	PAC CRUDES Ships and Staffs	LCDR Ault	223-1979	(703) 693-1979
413E	CLF/PC/USNS/Trng/MW	LCDR Shock	223-1983	(703) 693-1983
413F	Amphibious Ships and Staffs	LCDR Zalamea	223-1985	(703) 693-1985
414	Head, Surface LDO/CWO Assignment/Admin	CDR Williamson	223-1953	(703) 693-1953
414B	Ord/OpTech/ADP/Deck	LCDR Roxbury	223-1956	(703) 693-1956
414C	Engineering	LCDR Patrick	224-8553	(703) 614-8553
414D	Elex/Comm	LCDR Freeman	223-1955	(703) 693-1955
415	Head, Special Warfare Assignment/Placement	CDR Campion	224-8327	(703) 614-8327
416	Head, Special Operations Assignment/Placement	CDR Windhorst	224-8328	(703) 614-8328

Submarine / Nuclear Power Officer Distribution Division

42	Director/CAPT Assignment	CAPT Talbot	225-1205	(703) 695-1205
42B	Deputy Director/CO Detailer	CAPT(Sel) Hendrickson	225-3965	(703) 695-3965
421	Head, Sub/Nuclear Power Assignment	CDR Howard	225-0688	(703) 695-0688
421A	Post-Department Head Shore Detailer	LCDR Childs	225-4047	(703) 695-4047
421B	Department Head Detailer	LCDR Kirk	225-4048	(703) 695-4048
421C	Junior Officer Shore Detailer	LT Brunner	225-4039	(703) 695-4039
421D	Junior Officer Sea Detailer/NOIP Coord	LT Brown	225-4331	(703) 695-4331
421E	Accessions/Resignations	LT Nosse	225-4062	(703) 695-4062
422	Head, Nuclear Sub LDO/CWO Assignment	CDR Downs	225-4209	(703) 695-4209
422A	LDO/CWO Detailer	LCDR Hill	225-1240	(703) 695-1240
423	Staff Placement	LCDR Rauch	225-3923	(703) 695-3923
424	Head, Surface Nuclear Power Distribution	CAPT(Sel) Janikowsky	225-4330	(703) 695-4330
424B	Surface Nuclear Placement	LT Pascual	225-4192	(703) 695-4192

Aviation Officer Distribution Division

43	Director/CAPT Assignment	CAPT Fahy	224-8356	(703) 614-8356
43B	Deputy Director	CDR Evans	224-8080	(703) 614-8080
43A	Assistant CAPT Assignment	LCDR Bartkoski	224-8356	(703) 614-8356
43C	ACIP Evaluation	LT Sloan	224-8712	(703) 614-8712
431	Head, CDR Assignment	CDR Miller	224-8077	(703) 614-8077
431A	Assistant CDR Detailer	CDR Munoz	224-8077	(703) 614-8077
431B	Assistant CDR Detailer	CDR McCormack	224-8077	(703) 614-8077
432	Head, LCDR/Junior Officer Assignment	CDR Malinak	224-8708	(703) 614-8708
432C	Shore Coordinator	LCDR Steele	224-8708	(703) 614-8708
432D	Resignation/RAD/Retention	LT Sloan	224-8712	(703) 614-8712
432E	VAW/Warfare Transition	LT Blackmon	224-8708	(703) 614-8708
432F	VFA	LCDR White	224-8708	(703) 614-8708
432G	VF	LT O'Dowd	224-8708	(703) 614-8708
432H	Helicopter (Sea)	LCDR Lupton	224-8708	(703) 614-8708
432I	VP (Shore)	LT Vassilakis	224-8708	(703) 614-8708
432J	Education/Subspecialty Management	LT Barnett	224-8708	(703) 614-8708
432K	VAM/VAQ	LCDR Hinkley	224-8708	(703) 614-8708
432L	Aviation LDO/CWO Assignment	CDR Ewing	224-4178	(703) 614-4178
432M	Assistant Aviation LDO/CWO	LCDR Johnson	224-4596	(703) 614-4596
432N	Pilot/NFO Initial Assignment	LT Cole	224-8708	(703) 614-8708
432P	VP (Sea)	LCDR Smithyman	224-8708	(703) 614-8708
432Q	Helicopter (Shore)	LCDR Coughlin	224-8708	(703) 614-8708
432R	Sea Coordinator	LCDR Ariza	224-8708	(703) 614-8708
432S	VS/Force Sup Jet	LT Foster	224-8708	(703) 614-8708
432U	VQ/Force Sup Prop	LCDR Doster	224-8708	(703) 614-8708
432Z	General Aviation	LT Cole	224-8708	(703) 614-8708

433	Head, Air Combat Placement	CDR Mostert	224-4344	(703) 614-4344
433A	VFA/CVW East/TACRONS	LCDR Haffner	224-4344	(703) 614-4344
433B	VF/CVW West	LCDR Kelley	224-4344	(703) 614-4344
433C	VAW/VRC/VC/VQ	LCDR Andrews	224-4344	(703) 614-4344
433D	VP/TSC/VXE-6	LCDR Johnson, W.	224-4344	(703) 614-4344
433E	Flight Students Placement	LT Bogard	224-4344	(703) 614-4344
433F	VAM/VAQ	LCDR McCulloch	224-4344	(703) 614-4344
433G	CV/CVN	LCDR Buck	224-4345	(703) 614-4345
433H	VS/VT/Aviation Staff	LCDR Wagner	224-4345	(703) 614-4345
433I	HSL/HS	LCDR Tappan	224-4345	(703) 614-4345
433J	HC/HM/TYCOMS/FASO	LCDR Menah	224-4345	(703) 614-4345

Restricted Line / Staff Corps Officer Distribution and Special Placement Division

44	Director	CAPT Wikstrom	224-4022	(703) 614-4022
44A	Aide Placement	Mr. Jackson	223-0041	(703) 693-0041
44B	Deputy Director	CDR Riddle	224-4024	(703) 614-4024
440	Head, Professional Education/Subspecialties	CDR Threlkeld	223-1220	(703) 693-1220
440B	Graduate Education Placement	LT Noles	223-1222	(703) 693-1222
440C	Service College Placement	LT Bradford-Crane	223-1223	(703) 693-1223
440E2	Subspecialty/Waiver Review	Ms Hughes	224-3321	(703) 614-3321
441	Head, Washington Placement	CDR Opsal	223-0002	(703) 693-0002
441A	JCS/OSD Admin	LT Stone/LT Florence	224-1113	(703) 614-1113
441B	Assistant Washington Placement	LCDR Walter	223-0001	(703) 693-0001
442	Head, Major Staffs Placement	CDR Bole	224-8483	(703) 614-8483
442B	Asst. Head/Korea/Japan	LCDR Strange	224-8484	(703) 614-8484
442C	FAO/PEP/FMS	LT Druckenmiller	224-8482	(703) 614-8482
444E	Head, NAVSEA	CDR Threlkeld	224-4918	(703) 614-4918
444F	Head, Educ & Trng Staff Placement/NAVAIR/SPAWAR	LCDR Fox	223-1220	(703) 693-1220
444	NROTC/USNA/TELCOM/CNET	CDR(Sel) Harned	225-5779	(703) 695-5779
444B	NAS/CNRC/SAF/NS	LCDR Batchelder	223-1219	(703) 693-1219
444C	NPS/CAAC/ARC/BRIG/PASS	Ms Henderson	224-4916	(703) 614-4916
445	Head, Engineering Duty Assignment	CAPT Rau	223-1231	(703) 693-1231
445B	Assistant ED Detailer	CDR Petersen	224-1232	(703) 614-1232
446	Head, AED/AMD Assignment	CAPT Benn	224-4869	(703) 614-4869
446B	Assistant Head, AED 151x/Det/Air	CDR Wooten	224-4869	(703) 614-4869
446C	Assistant Head, AMD 152x	CDR Cleveland	224-4869	(703) 614-4869
446	Tar Community Manager	CDR(Sel) Smith	224-4869	(703) 614-4869
	AEDO Career Manager	LCDR Snaza	664-6033	(703) 604-6033 ext 2255
	AMDO Career Manager	LCDR Disano	664-6033	(703) 604-6033 ext 2256
447	Acquisition Professional (AP) Advisor	CAPT Brown	227-8761	(703) 697-8761
448	Head, Public Affairs Assignment	CDR Weishaupt	224-2708	(703) 614-2708
448B	Assistant Head	LCDR Merrell	224-2708	(703) 614-2708
449	Head, METOC Assignment	CAPT Lawson	224-0520	(703) 614-0520
449B	Assistant Detailer	LCDR Stewart	224-0521	(703) 614-0521
4410	Head, Cryptology Assignment	CDR MacDougall	224-3402	(703) 614-3402
4410B	JO Detailer	LCDR Pollard	224-3403	(703) 614-3403
4410C	LDO/CWO/New Accessions	LT Wilcox	224-3404	(703) 614-3404
4411	Head, Intelligence Assignment	CAPT Saia	224-3072	(703) 614-3072
4411A	LT & Below Detailer	LCDR Kohler	224-3072	(703) 614-3072
4411B	Intelligence Placement	LCDR Hughes	224-3072	(703) 614-3072
4411C	Attache Placement/TAR Detailer	CDR Workman	224-3072	(703) 614-3072
4413	Head, CEC Assignment	CAPT Surash	224-3635	(703) 614-3635
4413A	LCDR Detailer	CDR Ashley	224-3635	(703) 614-3635
4413B	Billets/NAVFAC Placement/ANCECO	LCDR Corando	224-3635	(703) 614-3635

4413C	LTJG/ENS/CWO Detailer	LT Collins	224-3635	(703) 614-3635	
4413D	Plans and Inputs	LCDR Addison	224-3635	(703) 614-3635	
4413E	LT/Postgraduate Detailer	LCDR Stratman	224-3635	(703) 614-3635	
4412O	Director, Supply Corps Personnel/CAPT Sea & Shore	CAPT Walton	224-2862	(703) 614-2862	
4412	Head, Supply Assignment/CDR Sea & Shore	CAPT Bird	224-2862	(703) 614-2862	
4412R	Special Assistant	LCDR Singleton	224-2865	(703) 614-2865	
4412B	LCDR Shore Detailer	CDR Kuhm	224-0915	(703) 614-0915	
4412C	LCDR Sea and Overseas Detailer	LCDR Green	224-0917	(703) 614-0917	
4412E	Reserve/TAR/SELRES Manager	CAPT Thornbury	224-2862	(703) 614-2862	
4412F	LT/LTJG Sea and Overseas Detailer	LCDR Morgan	224-0918	(703) 614-0918	
4412I	LT/LTJG Shore Detailer	LT Liberko	224-0913	(703) 614-0913	
4412G	ENS/CWO Sea and Overseas Detailer	LT Skinner	224-0919	(703) 614-0919	
4412J	ENS/CWO Shore	LT Walker	224-0916	(703) 614-0916	
4412X	NAVSUP/DLA/BUPERS Placement	LCDR Dolan	224-2811	(703) 614-2811	
4412W	TAR Community Manager	CDR Laughlin	224-8703	(703) 614-8703	
4412Q	Career Counselor	LCDR Pritchard	224-3471	(703) 614-3471	
4414	Head, Chaplain Assignment	CAPT Cooper	225-4355	(703) 695-4355	
4414D	Assistant Head	CDR MacNew	224-4363	(703) 695-4363	
4414E	Assistant Head	CDR Elkin	224-4415	(703) 695-4415	
4415	Head, Medical Department Assignment	CAPT Brown	225-7073	(703) 695-7073	
4415A	Assistant Head	CAPT(Sel) Younger	225-7073	(703) 695-7073	
4415B	Head, Medical/Dental Placement	CDR Hodges	225-5837	(703) 695-5837	
4415D	Overseas, Ops and USMC Placement	LCDR Anaya	225-5837	(703) 695-5837	
4415F	East Coast Claimancy 18 Placement	LT Brown	225-5837	(703) 695-5837	
4415T	West Coast Claimancy 18/Washington HQ Placement	LCDR Brown	225-5837	(703) 695-5837	
4415M	Head, MC/Surg Spec Assignment	CAPT Golembieski	225-7960	(703) 695-7960	
4415P	GME Assignment	LT Poindexter	225-7960	(703) 695-7960	
4415U	GMO Assignment	LCDR Wiley	225-7960	(703) 695-7960	
4415R	Operational Med/PA Assignment	LCDR Murray	225-7960	(703) 695-7960	
4415N	Non-Surgical Spec MC Assignment	CAPT(Sel) Nathan	225-7960	(703) 695-7960	
4415G	Head, Dental Corps Assignment	CAPT Seder	225-9101	(703) 695-9101	
4415H	Dental Corps Assignment	CDR Wagner	225-9101	(703) 695-9101	
4415J	Head, MSC/Senior HCA Assignment	CAPT Garn	225-9004	(703) 695-9004	
4415JA	Applied Science Assignment	LCDR Feril	225-9004	(703) 695-9004	
4415I	HCA MSC Assignment LCDR and above	CAPT Sullivan	225-9005	(703) 695-9005	
4415IA	HCA MSC Assignment ENS-LT	LCDR Arellano	225-9005	(703) 695-9005	
4415K	Head, Nurse Corps Assignment	CAPT Caffrey	225-7703	(703) 695-7703	
4415V	LCDR Nurse Corps Assignment	CAPT(Sel) Boechler	225-7703	(703) 695-7703	
4415L	Nurse Corps West Coast Assignment	CDR Saunders	225-7703	(703) 695-7703	
4415S	Nurse Corps East Coast Assignment	LCDR Szymanski	225-7703	(703) 695-7703	
* 4416	Head, JAG Corps Assignment	CAPT Stevens	221-9830	(703) 325-9830	ext 6101
* 4416B	Assistant Head/Senior Officer	CDR Crawford	221-9830	(703) 325-9830	ext 6102
* 4416C	LCDR Assignment	CDR(Sel) Tuidar	221-9830	(703) 325-9830	ext 6107
* 4416D	LT/LTJG/LDO Assignment	LCDR Luster	221-9830	(703) 325-9830	ext 6103
* 4416E	Accessions/Retention	LCDR Price	221-9830	(703) 325-9830	ext 6109
4417	Head, TAR Assignment	CAPT Peterson	224-8386	(703) 614-8386	
4417B	Surface TAR Officer Assignment	CAPT Marlowe	224-8386	(703) 614-8386	
4417C	Aviation TAR Officer Placement	CDR Boening	224-8387	(703) 614-8387	
4417D	Surface TAR Officer Placement	LCDR Hamel	224-8388	(703) 614-8388	
4417E/4411C	Intelligence TAR Officer Assignment	CDR Workman	224-3072	(703) 614-3072	
4417F	Fleet Support TAR Officer Assignment	CDR Strother	224-3515	(703) 614-3515	
4419	Head, Fleet Support Assignment	CAPT Augustine	224-3515	(703) 614-3515	
4419A	Assistant Head	CDR Dubuque	224-3515	(703) 614-3515	
4419B	YG80-88 Detailer	LCDR Davis	224-3515	(703) 614-3515	
4419D	YG89 & Junior Detailer	LT Enterline	224-3515	(703) 614-3515	

Community Notes

Submarine Picture

Perception! Many of us have predetermined thoughts about various jobs in our community and in the Navy. These determinations are created by what you've experienced or someone else's opinion. However, some of these perceptions are entirely wrong and I can safely say that the Submarine Force has no "meaningless" or "dead-end" assignments! With the down-sizing, we've had to evaluate every assignment and ensure that we are sending the best individual available to these assignments. For PCCs (Post Command CDRs) there are several assignments that require your considerable talents and expertise, many of which are sea intensive duties. Squadron Deputies, Senior Inspectors (TRE and NPEB), and Submarine Warfare (C2W) on Battle Group staffs are such critical assignments for PCCs. These positions require individuals that are basically hand picked due to their superlative performance and command honed skills. All of these jobs are career enhancing and essential for operation of the force.

Just like sending our junior officers to Subschool or NPTU/Prototype, these are our PCC core assignments needed to support the submarine force.

While I've got the PCC's attention, the following are the overseas assignments remaining on the FY 98 Shore Slate that still need to be filled:

<u>Assignment</u>	<u>PRD</u>
CCG 5 (SUB WRF - Japan)	9805
C5F (SUB WRF - Barain)	9812

If you're interested in any of these assignments, please contact myself or CDR Bill Hendrickson (CO Detailer); COMM (703) 695-3965 (DSN prefix 225).

Selection Board Note. Due to the timing of the Lieutenant Commander Selection Board (6 April) and CO/XO Screening Board (11 May), there is a strong chance 31 January 1998 Lieutenant fitness reports may not be in the microfiche before the records are

prepared for the boards. To ensure these are available for both boards, all submarine Lieutenants in zone for Lieutenant Commander or being considered for XO screening (YGs 87, 88, and 89), should fax their 31 January fitness reports to PERS 42 at (703) 614-8609 prior to 15 March 1998.

CAPT Jerry Talbot
Director, Submarine Distribution Division, PERS-42
email p42@bupers.navy.mil

PERS-44 Notes

Flag Aide Placement. My name is Jim Jackson, and I am very excited to introduce myself as the new Flag Aide Placement Officer, PERS-44A. I recently relieved CDR(Sel) Mike Martin who transferred to the Naval War College.

Those of us who worked closely with Mike wish him the best during the next year at NWC. The purpose of this note is to reiterate for those individuals with an outstanding record and the desire to serve in high visibility positions of trust, of the opportunities both at sea and ashore. The positions of Flag Lieutenant and Flag Secretary expose those individuals selected to the highest levels of decision making and provide professional and personal growth which traditionally grooms those officers for greater responsibilities in both the Navy and Joint arenas. Due to the dynamics of the Flag Officer community, these positions are routinely detailed from 30 to 60 days.

If you are interested, talk to your detailer about the possibility. If you would like to know more about the Flag Placement program, feel free to call me directly at (703) 614-4022/DSN 224-4022. I can also be reached via email at p44a@bupers.navy.mil.

Looking forward to hearing from you.